# AN ANALYSIS OF THE RELATIONSHIPS BETWEEN SPORT ASSOCIATIONS AND SPORT VENUES IN VICTORIA

by

John Raymond Tower

This thesis is presented in fulfilment of
the requirements of the degree of
Doctor of Philosophy

Centre for Hospitality and Tourism Research

Faculty of Business

Victoria University

2008

# ABSTRACT

The sport industry makes important economic and social contributions to Australia. Within the sport industry there is a range of venues that are used by not-for-profit sport associations for training and competitions. This research addresses the need to understand how sport venues and sport associations manage their relationships so more positive relationships can be developed. The aims of the research were to i) understand the constructs that underpin these sport relationships, and ii) identify the mutually beneficial outcomes achieved from these relationships.

Literature from relationship marketing, education partnerships, and health and community service partnerships were used to guide the research because these three bodies of literature contribute perspectives that include commercial, community and not-for-profit relationships. Initially, a qualitative study explored the relevance of 27 relationship constructs identified in the literature. The outcomes of the qualitative study were used to inform a survey of Victorian sport associations and indoor sport venues to identify the constructs that influenced their relationships and to identify the outcomes associated with these relationships.

The main findings of the research identified that, although the relationships were viewed by all respondents as being important, little effort was put into the management of the relationships. Sport venues and associations that were communicating effectively, had established trust, had appropriate facility and equipment, practiced leadership, had shared goals / values, were cooperative, were committed to the relationship and provided quality services were able to achieve positive outcomes. These outcomes contributed to better internal operations such as solving problems and increasing usage, as well as external outcomes such as building a sense of community ownership and pride, and improving communication networks.

Sport venues and sport associations that are better at managing the key relationship constructs are better able to meet the needs of their sporting community as well as, address wider community goals. A focus on collaborative relationships and the key relationship constructs assists sport venues and sport associations to generate positive outcomes. The research results provide impetus for state and local governments, and community sport associations to consider how sport venues work with sport associations.

# DECLARATION

I, John Raymond Tower, declare that the PhD thesis entitled *An Analysis of the Relationships Between Sport Associations and Sport Venues in Victoria* is no more than 100,000 words in length, exclusive of tables, figures, appendices, references and footnotes. This thesis contains no material that has been submitted previously, in whole or in part, for the award of any other academic degree or diploma. Except where otherwise indicated, this thesis is my own work.


Signature                                              Date

# ACKNOWLEDGEMENTS

PUBLICATIONS AND PRESENTATIONS FROM THIS RESEARCH

Over the years, there have been a range of presentations and publications that were based on this research project. Two peer reviewed papers have been published:

Tower, J., Jago, L., and Deery, M. (2006). Relationship marketing and partnerships in not-for-profit sport in Australia. *Sport Marketing Quarterly. 15* (3): 167-180.

Tower, J., Jago, L., and Deery, M. (2006). Developing relationships in the sport tourism industry. In B. Mahony and P. Whitelaw. (Eds.) *Proceedings of the 2006 CAUTHE Conference.* Melbourne: Victoria University.

There were also a five presentations at academic conferences based on this research:

Tower, J. (2006). Improving communication between facilities and user groups. Paper presented at the National Aquatic and Recreation Industry Conference (AquaRec). Melbourne: Aquatics and Recreation Victoria.

Tower, J., Jago, L., and Deery, M. (2006). Building social capital through sport venue and sport association relationships. Paper presented to IX World Leisure Congress. Hangzhou China: World Leisure.

Tower, J., Jago, L. and Deery, M. (2004). Developing Partnerships in Recreation Service Delivery. Paper presented to the VIII World Leisure Congress. Brisbane Australia: World Leisure.

Tower, J., Jago, L., and Deery, M. (2004). Relationship Success in Community Based Sport. Paper presented to the10[th] Anniversary SMAANZ Conference. Melbourne Australia: Sport Management Association of Australian and New Zealand.

Tower, John, Jago, Leo, and Deery, Marg (2001). A proposed framework to understand the nature of relationships between sport associations and sport venue management. Paper  presented at the *Global Issues in Sport Management - 7th Annual Sport Management of Australia and New Zealand Conference* Melbourne: Sport Management Association of Australia and New Zealand.

# TABLE OF CONTENTS

# LIST OF TABLES

xv

LIST OF FIGURES

CHAPTER 1

INTRODUCTION

| 1. Introduction |
| 2. Sport associations and sport venues in Australia |
| 3. Relationship development and relationship constructs |
| 4. Framework for understanding the relationships between sport associations and sport venues |
| 5. Research methods |
| 6. Qualitative study results |
| 7. Quantitative study results |
| 8. Discussion |
| 9. Conclusion |

| 1.1 Background to the research |
| 1.2 Research problem and contribution |
| 1.3 Justification for the research |
| 1.4 Research method |
| 1.5 Outline of thesis |
| 1.6 Definitions |
| 1.7 Delimitations |
| 1.8 Summary |

1.1 Background to the research

Sport venues and sport associations are parts of the sport delivery system that operates in most towns and cities across Australia (Lyons, 2001). Sport venues are usually owned by government agencies such as local councils or state departments of education (Shilbury and Deane, 2001). The sport associations are part of the not-for-profit sector that delivers the sporting programs at community, regional, state and national levels across the country (Hoye, Smith, Westerbeek, Stewart, & Nicholson, 2006). Both the sport venues and the sport associations are working to develop their programs and services to better serve the local needs of the communities in which they operate (Lyons, 2001). In some instances, the sport venues and sport associations collaborate very successfully and in other instances they do not work well together (Tower, 1999). This research has explored how sport venues and sport associations have managed their relationships to gain a better understanding of the factors that influence their relationships. A better understanding of the factors that influence their relationships will assist sport venues and sport associations to be more effective in managing their relationships and consequently better serving the needs of the communities in which they operate.

The not-for-profit sector plays an important role in developing sport and in meeting community expectations regarding sporting participation and competition (Lyons, 2001). The not-for-profit sector of sport includes organisations that manage venues, grounds, and facilities; organisations that administer sport and recreation services; sports and physical recreation clubs, teams, and professionals; and

government agencies at national, state, and local levels (Australian Bureau of Statistics (ABS), 2002). Sport and recreation venues, grounds, and facilities; sports and physical recreation administration organisations; and sports and physical recreation clubs, teams, and sports professionals were responsible for $173.4 million for the use of sport venues and facilities during 2000–2001 and employed 61,788 full-time, part-time, and casual staff in Australia (ABS, 2002). The combination of sport venues and sport clubs is important at both a service delivery level and an economic level.

Within Victoria, the state government initiatives of *Go for your life* campaign and Sport and Recreation Victoria's strategic plan call for partners in government and the broader community to encourage greater participation in physical activity (Department of Victorian Communities, 2005). Partnerships in sport are part of the push for partnerships in the business and community sectors. According to the Australian Prime Minister's Partnership web site, John Howard said, "Working in partnership has not only the potential to enrich people's lives but can also deliver tangible results for all Australians. Community and business partnerships are a driver to accomplish better outcomes than any group acting alone could achieve" (Commonwealth of Australia, 2006, Opening section, ¶ 1). At the state government level, enhanced collaboration is seen as a strategic direction to build a more active state based on increased participation, greater inclusion of all citizens, and improved services. The combination of strengthening and extending relationships and encouraging collaborative planning and decision-making of sport and recreation service providers are actions of the Victorian government to build active communities (Department of Victorian Communities, 2005). The policy level has a strong focus on building partnerships and collaboration but little has been done to guide the development of these relationships. Based a review of the literature, there is limited information about relationship development in the not-for-profit sport sector (Shaw & Allen, 2006).

Government policies are complemented by other initiatives in business, education and a range of community and health agencies where organisations are encouraged to work collaboratively to achieve their goals (Sheth & Parvitayar, 2000; Tushnet, 1993; and Walker, 2000). The three fields of study of business, education, and community and health services can be used to guide practices for sport venue and sport association partnerships because they contribute perspectives based on

commercial, community and not-for-profit relationships. The complexity of the sport industry, with its need to be commercially viable (Commonwealth of Australia, 2001) and respond to the needs of community sport and recreation (Department of Victorian Communities, 2005) puts pressure on sporting organisations to produce commercial outcomes and address community needs.

The relationship between sport venues and the sport associations that use the venues is an important factor because a collaborative relationship is likely to generate improved usage of the sport venues and increased participation for the sport associations. This fits comfortably in the current government policy context but little is known about what influences these relationships or how they generate positive outcomes. Some sport associations and sport venues work collaboratively to generate outcomes that are mutually beneficial. However, some sport associations and sport venues operate in a confrontational manner (Tower, 1999). This confrontation generates results that do not achieve outcomes desired by sport associations or sport venues. Improving these relationships will have positive benefits for the venues, the sport associations, and the general community because of increased sport participation. Strong relationships between sport venues and sport associations will contribute to the social capital of the community by developing community networks that build community cohesion (Driscoll & Wood, 1999).

Unfortunately, there has been limited research regarding how sport agencies work together and there is little guidance as to how not-for-profit sport agencies should develop and manage relationships. There is currently a gap in understanding relationships in the sport sector and a particular gap in understanding the sport venue and sport association relationships.

## 1.2 Research problem and contribution

Little is known regarding how sport venues and sport associations work together to address their common goal of delivering sport programs and activities at a community level. The problem relates to a lack of understanding of how not-for-profit agencies manage their relationships and the factors that underpin the relationships. Little is also known about the outcomes that are generated by these relationships. A better understanding of how sport venues and sport associations manage their relationships will assist them to work more collaboratively and better serve the sporting needs of the communities in which they operate.

*1.2.1 Research aims*

The first aim of this research was to investigate the relationships between Victorian sport venues and Victorian sport associations to understand the factors that underpin the relationships. The second aim of the research was to understand how sport venues and sport associations work collaboratively to achieve mutually beneficial outcomes. The research was designed to identify the key ingredients that sport venues and sport associations could manipulate to manage their relationships. The aims of the research were addressed by the review of the literature, a qualitative study and a quantitative study.

*1.2.2 Research contributions*

The research makes positive contributions in three distinctive ways. Firstly, sport is complicated because it involves not-for-profit, government and commercial agencies working together to deliver sport programs and activities. (Lyons, 2001; Stewart, Nicholson, Smith & Westerbeek, 2004; Thibault, Kikulis & Frisby, 2004). This research draws on three fields of study, namely, relationship marketing, education partnerships, and health and community service partnerships, to identify the range of factors that influence the relationships. This research demonstrates that the synthesis of concepts from these three fields of study makes a positive contribution to understanding the relationships between sport venues and sport associations.

The second contribution of this research is the identification of a range of relevant factors that influence the relationships between sport venues and sport associations. The relationships can be better managed by focusing on the most important factors for successful relationships.

The research also identified positive outcomes that can be generated from the relationships between sport venues and sport associations. This constitutes the third contribution from this research. Good relationships between sport venues and sport associations show that they were able to generate positive outcomes related to their internal operations and also had positive impacts at the general community level.

1.3 Justification for the research

Sport venues and sport associations are key components in the sport industry infrastructure. There is often a direct dependence of one on the other for the success

of their activities. An understanding of how sport venues and sport associations can work together more effectively will have benefits for their own operations that will potentially contribute positive outcomes for the wider community through increased participation in sporting activities, and all the health and community benefits that can be generated. As stated earlier, government policy encourages the development of sport programs and activities as a means for addressing community health issues and encouraging community connectedness. Within this context there are four main reasons to justify this research.

Firstly, the nature of how the not-for-profit sport sector manages relationships is poorly understood. However, not-for-profit sport is fundamental in the delivery of sporting programs at a community level (Lyons, 2001; Stewart, et al., 2004). Within the not-for-profit sport sector there have been few studies of how sport venues and sport associations manage their relationships. The development of knowledge about how sport venues and sport associations manage these relationships will address this need.

The development of this knowledge of the factors that influence sport venue and sport association relationships will also serve a need for the sport industry. This constitutes a second justification of the research. Within the sport sector, Thibault and Harvey (1997) and Shaw and Allen (2006) identified the value of sport organisations engaging in inter-organisational relations in order to increase opportunities and develop their programs and services. Associated with this research was a call for further studies about relations in sport, particularly not-for-profit sport, to gain a better understanding of the effectiveness of the sport system. Slack and Parent (2006) further developed this theme where the value of strategic alliances was discussed as a new approach that was becoming more common for sport organisations.

The application of the research outcomes to the sport industry also has the potential to impact on business, education, and health and community service relationships. From the relationship marketing field of study, Fontenot and Wilson (1997) identified the need for further research to explore the constructs of relationships, particularly those relationships that are part of strategic alliances and network organisations. This study provides insights to the relationship constructs along a continuum of simple relationships through to integrated collaboration so the impact of the constructs in different relationship types can be identified. The education partnerships, and health and community service partnerships also identified

the need for additional research to better understand relationships. The need to explore what is known about relationships, the application of relationship concepts in other settings and to apply more rigorous statistical procedures are addressed in this study (Borthwick, 1995; Selin & Chavez, 1994; Selin & Myers, 1995).

The third justification for this research relates to the capacity of the research findings to influence policy and practice in the not-for-profit sport sector. Thibault, et al. (2004) said, "Uncovering what is required of leaders, managers and employees to manage partnerships successfully is important in ensuring their longevity" (p. 138). The current study addresses this need and provides insights that are particularly applicable to the not-for-profit sport sector. The relationship factors that require the most attention and the outcomes that are generated by the relationships between sport venues and sport associations were identified. The application of these findings has scope to support the development of sport venue and sport association relationships.

Other studies of relationships have called for additional research that utilise different research methods. There is a need to use both qualitative and quantitative techniques (Wilson & Vlosky, 1997) that can lead to a better understanding of relationships that will improve definitions of concepts and understand how they are operationalised (Wilson, 1995). The use of both qualitative and quantitative techniques to gain these additional insights to the management of relationships and the outcomes that can be generated provides a fourth justification of the research.

The understanding of the constructs that influence the relationships between sport venues and sport associations will contribute to the body of knowledge about relationship marketing, education partnerships, and health and community service partnerships. The combination of i) the development of knowledge about sport relationships, ii) serving the needs of the sport industry and the related fields of study, iii) the application of the findings on policy and practice, and iv) the use of both qualitative and quantitative research methods to understand the relationships, provide justification to the current study.

## 1.4 Research method

Previous research about relationships has used a variety of techniques in a range of settings. Qualitative and quantitative approaches have been used to understand a wide range of factors that influence relationships (Bodinger-de Uriate, 1994; Cousens, Babiak & Slack, 2001; Morgan & Hunt, 1994; Selin & Myers, 1995;

Shaw & Allen, 2006; Wilson & Vlosky, 1997). Details about these studies are provided in chapters two and three, and the research methods issues are discussed in chapter five. A pragmatic research approach based on qualitative and quantitative techniques has been used in this study. This mixed methods approach was adopted because of the capacity to best address the research aims.

Initially, a qualitative study was used to explore the application of the relationship constructs that were identified by a review of the literature in relationship marketing, education partnerships, and health and community service partnerships. This study addresses the first aim of the research by gathering respondents' descriptions of their relationships to understand the factors that underpin their relationships. The purpose of the qualitative study was to i) determine the relevance of the relationship constructs in the range of settings from which they were drawn, ii) clarify the definitions of the various constructs, and iii) identify additional constructs / factors that may be relevant, that were not identified in the literature. The study used semi-structured interviews to allow the respondents to discuss the relationship constructs identified from the literature as well as identify other factors that influenced their relationships. The outcomes from the qualitative study were used to guide the survey of sport venues and sport associations.

The quantitative questionnaire addresses both the aims of the research. The survey of sport venues and associations further clarifies the constructs that impact on their relationships and it also provides data about the outcomes generated from the relationships.

The survey used a postal questionnaire to sports clubs and associations as well as sport venues across Victoria. The postal questionnaire was deemed to be most appropriate because of the dispersed nature of the population, costs, ease of completion, and capacity to easily present the data. (Gratton & Jones, 2004; Zikmund, 1997).

The population for the questionnaire was based on two discrete groups. The first group consisted of managers and administrators from sport clubs and associations that tend to use indoor venues as their main location for training and competition. The six sports included in the population were badminton, basketball, squash / racquetball, swimming, table tennis and volleyball. The second group included the managers and administrators from indoor sport venues in the state where the relevant indoor sports could be pursued. The total population of all the sport clubs and associations, and

sport venues were included in the study to maximise the number of respondents so a wide range of statistical tests could be conducted.

The questionnaire used an importance-performance analysis (IPA) structure for the questions about the relationship constructs. The IPA was deemed to be relevant because the qualitative study had already identified that the constructs being explored were relevant in the management of the relationships. The IPA provided the capacity to identify the relative importance of the different constructs and set some subsequent strategic directions for sport venues and sport associations to manage their relationships. The IPA provided a reliable technique for guiding strategy development (Bacon, 2003; Crompton & Duray, 1985; Martilla & James, 1977; Oh, 2001; Ritchie & Priddle, 2000).

The questionnaire also explored the range of outcomes that were generated from the relationships between sport venues and sport associations. The potential outcomes of the relationships were based on internal achievements, such as capacity to resolve problems and increase usage, and external achievements, such as increased community involvement and reaching more people. These questions were based on likert scales that respondents rated along a continuum of the perceived level of achievement.

## 1.5 Outline of thesis

The thesis is structured into two main parts comprising nine chapters. Part one provides relevant background information that leads to the presentation of a framework for understanding the relationships between sport clubs / associations and sport venues. Part two of the thesis provides the research methods, results and discussion that investigate the elements of the framework.

### 1.5.1 Part 1 - Literature reviews and framework development

Part one of the thesis begins with chapter two where an overview of the sport industry in Australia provides key background information that sets the context for understanding sport venues and sport associations. The existing literature is used to explain the nature of the relationships between the sport venues and sport associations.

The literature review of relationships draws on three distinct fields of study that have been used to inform the understanding of relationships in sport.

Consequently, there is an extensive review of the literature from relationship marketing, education partnerships, and health and community service partnerships to set the context for the identification of the constructs that were likely to influence sport relationships. There is a comprehensive review of relationship developments from these three fields of study that leads to a discussion of 27 constructs that were likely to influence relationships between sport venues and sport associations. This discussion of the relationship developments and construct identification is provided in chapter three.

A model that draws on the nature of sport delivery in Australia and the development of relationships and the constructs that were likely to impact on the relationships is the focus of chapter four. This chapter provides the framework for understanding the sport venue and sport association relationships and presents the research objectives and hypotheses that were investigated in the current study.

*1.5.2 Part 2 - Research methods and outcomes*

Chapter five begins part 2 of the thesis by discussing the research methods that were used to investigate the research objectives. This chapter has an explanation of the mixed method approach that included qualitative and quantitative studies.

Chapter six provides the results from the qualitative study. This chapter discusses the data from 17 interviews that explored the factors that influenced successful and unsuccessful relationships; determined the relevance of the 27 relationship constructs identified in chapter 3; and clarified the definitions of the 27 constructs. The outcomes of the qualitative study were used to inform the variables used in the subsequent quantitative study.

The results from the survey are provided in chapter seven. This chapter includes the descriptive statistics for all the questions. In particular, there is a detailed analysis of the IPA based on a triangulated approach of quadrant (Martilla & James, 1977) and diagonal (Hawes & Rao, 1985) model analysis as well as a direct measure of priority (Bacon, 2003). The outcomes of the range of inferential statistical tests including principal components analysis, differences between and among groups and correlations are also provided in chapter seven.

The research objectives identified in chapter four are the focus for chapter eight's general discussion. This discussion draws on the literature, the qualitative study and the quantitative study results.

The concluding chapter provides the final discussion of the research. The main outcomes of the research as they relate to the research aims are discussed in the context of the contribution to knowledge. The implications of the findings for policy and practice are provided to further identify the impact of the research. Finally the research limitations and further research options are provided to guide subsequent studies.

## 1.6 Definitions

There are a number of terms that will be used throughout the thesis that need to be defined to provide consistent understanding.

**Construct** is an idea that is invented for a research and / or theory building purpose (Cooper & Emory, 1995). In this research a range of relationship constructs are identified that are based on a variety of concepts that are deemed to influence relationships between different agencies.

**Partnerships** describe arrangements where two or more agencies enter into agreements to work together to achieve mutual outcomes that could not be achieved by each agency operating at simply a transactional level (Mordaunt, 1999).

**Relationships** describe arrangements where two or more agencies enter into agreements to work with each other at any point along a continuum from pure transactions to total integration (Sheth & Parvatiyar, 1995a).

**Sport Clubs / Associations** are agencies that have sport as their core business, are incorporated, have appropriate public liability insurance, have been operational for 3 years, and are affiliated to a state or national sporting body that is recognised by either the Australian Sport Commission or the Minister for Sport and Recreation in Victoria (Sport and Recreation Victoria, 2001). These agencies are almost always not-for-profit where the outcomes of their efforts are put back into the community in which they operate or their own agency. Throughout the thesis these agencies will be referred to as sport associations.

**Sport Venues** are locales used to deliver sport activities for both participants and spectators in the sport activity (Rossman & Schlatter, 2003).

## 1.7 Delimitations

As stated previously, the aims of the research were to investigate the relationships between sport venues and sport associations in Victoria and to understand how they work together to achieve mutually beneficial outcomes. In order

to address these aims a number of delimitations were determined so the research would be achievable and provide meaningful outcomes.

The first limitation relates to the focus on the state of Victoria in Australia. The Victorian sport delivery system, particularly at the not-for-profit level is well established and supported through government, community and commercial interests. Victoria was chosen as the setting for the research because it provided a wide range of sporting associations and sport venues in major metropolitan settings, provincial towns, country towns and rural settings.

It was decided to focus only on sports that were primarily delivered in indoor venues. The main reason for choosing to focus on indoor sports was their dependence on sport venues that could be managed without the complications of weather and other environmental issues. For example, the quality of outdoor sport grounds is often dependent on rain so drought or flood will have significant impacts on the quality of the venue. Indoor sports are able to conduct their training and competitions in much more controlled environments. For this reason, the sports invited to participate in the study were badminton, basketball, squash / racquetball, swimming, table tennis, and volleyball. Chapter five provides a detailed explanation of why these sports were chosen.

The focus on indoor sports also provided a much more accessible focus for the sport venues aspect of the study. Gaining the contact details for the indoor sport venues across Victoria was very challenging but achievable. It would have been much more problematic to gain relevant management and contact details for all the outdoor sport venues in the state because they often do not have an office or specific contact details.

It was also decided that the main point of contact for the sport venues and sport associations would be the managers / administrators for these agencies. The quantitative survey did have the capacity to seek additional responses from other members of the organisations such as coaches or venue duty managers. Different results may have been achieved if data were collected from coaches of the six sports via their relative coaching associations or pool lifeguard associations. The focus on managers and administrators was the main focus for the data collection because they were most likely to be involved in the overall relationship management and would have a broader perspective.

These delimitations provided a context in which the research aims could be effectively addressed. The conclusions of the research will be focused on these delimited outcomes but the implications of the research will be applicable in the much broader context of the not-for-profit sport sector.

## 1.8 Summary

This chapter establishes the foundation upon which the detailed description of the research can be provided. The research problem has been introduced and the research aims were identified. The chapter provides a justification for the research, an overview of the research methods, the outline of the thesis, definitions and delimitations.

PART 1 LITERATURE REVIEWS AND FRAMEWORK DEVELOPMENT

CHAPTER 2

SPORT ASSOCIATIONS AND SPORT VENUES IN AUSTRALIA

| |
|---|
| 1. Introduction |
| 2. Sport associations and sport venues in Australia |
| 3. Relationship development and relationship constructs |
| 4. Framework for understanding the relationships between sport associations and sport venues |
| 5. Research methods |
| 6. Qualitative study results |
| 7. Quantitative study results |
| 8. Discussion |
| 9. Conclusion |

| |
|---|
| 2.1 Introduction |
| 2.2 The sport industry |
| 2.3 Relationships in sport |
| 2.4 Summary |

2.1 Introduction

The sport industry is a substantial and valued part of the Australian community with many Australians experiencing a sense of pride for the country's sporting achievements. Not only is there interest in the success of Australian sport on the world stage, but also there is active participation by 78% of Australian adults in sport or physical activity (Stewart, et al. 2004). An understanding of the sport industry is important because there are special characteristics inherent in sport and the development of relationships in sport that put the current research into context. This chapter will explain these special characteristics.

*2.1.1 Overview of chapter*

The purpose of this chapter is to provide an overview of the sport industry, to identify key background information, and explain the nature of the relationships that exist between sport venues and sport associations. The overview of the sport industry in Section 2.2 includes sport economic statistics covering finances, employment, household expenditure on sport, and levels of participation in sports that are relevant to this study. Since the not-for-profit sport sector is the focus for this research, characteristics of the not-for-profit sector with a particular emphasis on the structure of sport associations at national, state and local levels are provided.

Section 2.3 introduces the literature regarding relationships in sport in community settings. This includes information about relationships in recreation, and

in professional sport to identify the starting points for the current relationship investigation. The capacity for not-for-profit sport to contribute to social capital at a local level is explained with a particular emphasis on the potential of community building through the relationships between sport associations and sport venues. The chapter concludes by identifying the need for research regarding the sport venue and association relationships and how the results of this study will assist venues and associations to manage their relationships more effectively.

## 2.2 The sport industry

Sport is characterised as having a number of particular features that distinguish it from other activities. It is unique because of its highly organised rules and regulations, and specialised facilities and equipment while also needing to remain playful as it draws on the physical prowess of the participants who use their individual skill and team strategies to resolve competitions that are designed to remain fair and uncertain. No other industry sector has the combination of these characteristics (Shilbury & Deane, 2001).

Traditionally, volunteer committees have managed not-for-profit sport associations but in more recent times sport organisations are more likely to have paid managerial staff and demonstrate increasing professionalism (Shilbury & Deane, 2001). The increasing professionalism of sport has occurred for a range of reasons. The efficiency and effectiveness of the sport management has been generated in part by the increased government funding to national sporting organisations via the Australian Sport Commission and relevant state governments. This is complemented by government sport policy that encourages and supports sport management improvement initiatives and establishes targets for national sporting organisations to address elite performance, community participation, fairness, funding, governance and anti-doping goals (Stewart, et al. 2004). These initiatives for national sporting organisations have filtered down to state and regional levels to encourage greater professionalism in sport. Other factors that have impacted on the increased professionalisation of sport are the changes in the management of sport, that is, the shift from a hierarchical system of management based on local, regional, state and national delegates to a corporate board approach, and the increase in specialist sports management training, particularly at a tertiary level. (Shilbury & Deane, 2001).

Although sport has its specific characteristics, Shilbury and Deane (2001) and Smith and Stewart (1999) recognise that not-for-profit and commercial sport are very much like other commercial enterprises and consequently needs to apply standard management practices. Nonetheless, it is also acknowledged that sport is unique and requires specialised knowledge to accommodate its particular features. Other factors that combine to make sport unique include its emotional connection with its fans, members and players and the variance and uncertainty of the 'sport event' that is inherent in competition. The fairness of sport to generate even competition is illustrated by having similar standards of play in different leagues or even a player draft system that rewards the teams that perform poorly. The last factor that contributes to sport's uniqueness is the conservative culture of many sport organisations that hinder the adoption of new practices and technologies (Smith & Stewart, 1999). Consequently, sport management is a specialised field that uses standard management principles but applies these principles in particular ways to accommodate its unique characteristics. The particular characteristics of sport also make the nature of the relationships unique. Relationship development is often based on cooperation and interdependence while the competitive nature of sport may diminish the capacity for sport organisations to operate in a framework of collaboration.

### 2.2.1 Sport industry statistics

Over the years there has been a consistent, and gradually answered, call for more informed research into Australian sport (Commonwealth of Australia, 2001; Lynch & Brown, 1995; Statistical Working Group of the Sport and Recreation Ministers Council, 1995). In the last decade there has been a steady increase in the supply of information regarding the statistical features of the sport industry. Information provided here summarises sport employment and financial features, and household sport expenditure and sport participation.

Although there have been improvements in the provision of statistics about the sport industry, there is little consistency and limited trend data regarding the employment and financial data for this sector. There are also data about different sub-sectors of the industry but again these sectors are not always consistent in the way the data are provided. There are discrepancies in the data provided because of the different approaches used to collect data and the different definitions of industry

sectors and population groups included in the various surveys. The nature of discrepancies is illustrated from the following quotation from *Sport and Recreation: A Statistical Overview* (ABS, 2003a), "The format of the previous overview in 1997, differed in that it did not separate sports and physical recreation from other leisure areas" (p. 3). Other examples of the discrepancies are mentioned below where the different numbers of staff employed in the not-for-profit sport sector vary by a third based on different ABS studies, and the numbers of volunteers in not-for-profit sport vary between 1.4 and 1.5 million people. Nonetheless, there is some useful information that highlights the size and breadth of the sport industry and provides a context for the current research.

*2.2.1.1Sport employment and financial features*

There are over 4000 businesses in the sport industry and this is complemented by the involvement of all levels of government and the not-for-profit sectors (Stewart, et al. 2004). The sport industry employs over 276,000 people and has an annual turnover of $12.7 billion. A third of the employing organisations are not-for-profit operations (Commonwealth of Australia, 2001).

The not-for-profit sport sector comprises sport and recreation venues, grounds and facilities, sports and physical recreation administration organisations, sports and physical recreation clubs, teams and sport and physical recreation support services. These sub-sectors of the sport industry comprise over 2,500 organisations that were responsible for 6.26 billion dollars in expenditure at end of June 2001. Their operations represent 35.2% of the businesses and organisations in the sport industry, 74.4% of the sport industry income, and 72.7% of sport industry expenditure (Australian Bureau of Statistics (ABS), 2002).

The ABS Service Industries Survey 2000 – 2001 identified that the not-for-profit sport sector employed over 58,000 staff (the 87,000 staff mentioned in the previous paragraph illustrates the discrepancies with the reporting from different statistical studies) with the majority of people working as managers and administrative staff; coaches / instructors / teachers / development officers; or sports officials (ABS, 2003a).

A large volunteer sector complemented the employed staff. The volunteer managers or administrators (37,572 people) outnumbered the paid managers or administrators (6,583) by over five to one. (ABS, 2003a). The role of the volunteers

in sport is most apparent in the community level programs where volunteers organise the club activities and the competitions are coordinated and developed by club and regional association volunteers. Australia's vast network of community-based sport has volunteers at its core whereas the professionalisation of sport positions is more likely to occur at state level organisations and above (Hoye, et al. 2006) (see discussion of Not-for-profit sport in section 2.2.2 for more detail).

In the ABS Survey of involvement in organised sport and physical activity, the role of volunteers became clearer. The survey found that 1.4 million persons (aged 15 and over) were involved in at least one non-playing role in organised sport and physical activity during the 12 months prior to April 2001. Nearly 600,000 people were involved as committee members or administrators, over 550,000 were involved as a coach, instructor or teacher, and 340,000 were a referee or umpire. The majority of the volunteers were associated with school or junior sport. (ABS, 2003a).

The combination of sport's financial features, employment and volunteer staff is important and makes a significant impact on the activities of Australia. It is a feature of Australian life that touches many communities and draws on a significant level of government support that is explained further in this chapter.

*2.2.1.2 Sport participation*

Although the majority of Australians participate in sport and physical activity, most of their participation is non-organised. The distinction between organised and non-organised participation is based on the nature of the organisation that supports the involvement. Sport clubs, associations and schools provide the organised participation whereas the non-organised activity has no formal agency involved in the delivery of the activity other than the provision of the necessary facility, e.g., park, sport court, or swimming pool. Nonetheless, 31.4 per cent of Australians aged 18 years and over participated in organised physical recreation in the 12 months prior to interviews in 2002 (ABS, 2003a). The discrepancies in the sport statistics are well illustrated by the differences in the ways that organised sport participation are measured. The adult statistics are based on physical recreation that includes a wide range of different activities such as the sports included in this study but also activities like aerobics/fitness, darts, and walking, whereas the children's participation is based on outside of school hours participation organised by a school, club or association that

focuses on the more traditional organised sport programs that are consistent with the
characteristics of sport discussed in section 2.2.

The participation levels for the sports involved in this study are provided in
Table 2.1. Over 2.5 million Australians including 660,000 Victorians participated in
the six sports included in this study. The organised level of participation is greater for
basketball and volleyball while the other sports have a greater level of participation at
the non-organised level. Unfortunately, the organised level of participation in sport is
only available for the Australian participation and this data for Victorian participation
is not available (ABS, 2003b).

Table 2.1 Participation patterns for sports included in the study population

| Sport | Australian participation '000 | Australian participation rate % | Australian organised only participation '000 | Victorian participation '000 | Victorian participation rate % |
|---|---|---|---|---|---|
| Badminton | 82.9 | 0.6 | 34.6 | 24.2 | 0.7 |
| Basketball | 351.7 | 2.4 | 192.6 | 132.1 | 3.6 |
| Squash / Racquetball | 245.4 | 2.0 | 58.3 | 53.9 | 1.5 |
| Swimming | 1575.9 | 10.9 | 108.8 | 379.1 | 10.4 |
| Table tennis | 87.1 | 0.6 | 22.6 | 28.5 | 0.8 |
| Volleyball | 166.2 | 1.1 | 114.1 | 44.7 | 1.2 |
| Total | 2509.2 | 17.6 | 531 | 662.5 | 18.2 |

(ABS, 2003b)

The figures provided to this point have looked at sport on national and state
levels. Tower (1999) reported on the operations of three Melbourne based sport
centres to provide financial data at a micro level. At two state-level multi-purpose
sport and aquatic centres (both of which had over $1million of income per year), the
not-for-profit sport associations contributed between 39 and 45 percent of total
income. At one local community recreation centre, the bookings from community
sport associations provided 100% of the centre's income (Tower 1999). The
interactions between sport associations and sport centres at a financial level are
significant.

These background statistics about the sport industry demonstrate that sport, in
general and the six sports of this study in particular, are important in terms of the
participation levels of Victorians.

*2.2.2 Not-for-profit sport*

The not-for-profit sport sector is part of what Lyons (2001) refers to as the "third sector". The third sector is made up of private organisations (excluding businesses and government organisations) that include community services, health, education, human services, religion, arts and culture, sport and recreation, interest groups, economic cooperation and philanthropic agencies. These sport organisations operate at national, state, regional and local levels delivering sport programs and events for both active participation and for entertainment for spectators (Lyons, 2001). They have 1.5 million volunteer administrators (the ABS (2003a) report that there are 1.4 million volunteers) and officials who are increasingly expected to adopt more accountable and focused management practices (Stewart, et al. 2004).

*2.2.2.1 Sporting associations*

Sport associations in Australia are organised in a hierarchical structure with operations at a local community level with regional, state, national and international affiliations. Figure 2.1 illustrates the traditional sport structure. The foundation of the Australian sporting system is the local community sport club that provides competitions, training and social activities based on its sporting programs. These clubs are usually affiliated with a regional or district level association for the organisation of competitions. The state sport associations coordinate the operations of the sport across the state and organise the state championships and the representative teams that compete at the national level as well as take a more active role in coach development, talent identification, volunteer training, marketing and sponsorship. The national sporting associations are similar to the state associations except they operate the national level competitions and send representative teams to compete in international competitions. The national level is also more likely to have a role in the development of elite athletes, rule regulation, and other initiatives to develop the sport (Hoye, et al. 2006).

Within the traditional hierarchy of sport organisations, each level of the structure would have delegates appointed to the next level to participate in the organisation and decision-making processes. More recently, a number of the sports have reviewed their operations at state and national levels to discard the delegate hierarchy and to adopt a more corporate approach where state and national boards

recruit people with relevant experience and qualifications as well as the ability to represent the broader interest of their sport in the organisation and decision-making processes (Shilbury & Deane, 2001).

Figure 2.1 Traditional sport structure

| International sporting federations |
| National sporting associations |
| State sporting associations |
| District / regional sporting associations |
| Local sporting clubs |
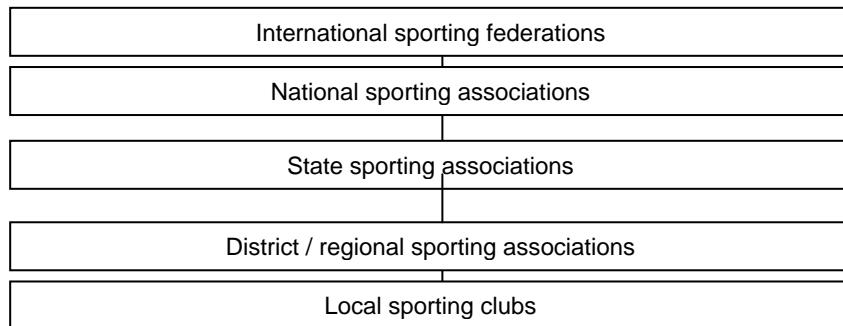
(Shilbury & Deane, 2001. p.17)

The not-for-profit sport sector has been steadily encouraged to adopt improved management practices in order to meet its range of expected outcomes (Australian Sport Commission, n.d.). Although the sport industry uses commercial principles to guide its operations with the financial imperatives associated with commercial outcomes, much of the not-for-profit sport sector operates to develop communities, respond to the needs of particular groups, work to the benefit of public good, as well as excel in competitions and encourage sport participation (Driscoll & Wood, 1999; Hoye, et al. 2006). However, the role of sport associations is being diminished by the increasing commercialisation of sport delivery that used to be the domain of the not-for-profit sport sector. Lyons (2001) indicated some health and fitness clubs, which are usually commercial operations, offer their members the opportunity to participate in team competitions without any of the requirements usually associated with the running of a not-for-profit sporting club. The impact of this increasing privatisation and commercialisation of sport was identified by Arai and Pedlar (2003) and discussed in the sport and social capital section later in this chapter.

*2.2.2.2 Government involvement in sport*

Government is also a significant sub-sector of the sport industry. Government is unique because its operations are distinctly different to business and the not-for-profit sector. Government operations are important to the sport industry because they provide funding to sporting organisations and have a significant role in the provision

of sporting grounds and facilities. Government organisations represent 8.8 percent of the total sport industry organisations; and 11.2 per cent of sport industry expenditure. Perhaps government's important role in the sport industry is best highlighted by the 731.3 million dollars of funding provided as income to sport industry sectors (ABS, 2002).

Overall government spending in 2000 – 01 for sports and physical recreation was $2,124.2 million with the majority, $1,292.2 million being allocated to venues, grounds and facilities. Local government has a key role to play in the provision of sport venues, grounds and facilities contributing 77.2 per cent of these funds. Although the state and commonwealth governments make some contributions to this sector, they make a much larger contribution ($521.38 million) to participation and special events than does local government (ABS, 2003a).

Governments' roles in supporting and developing the sport industry were important in both the provision of facilities and programs. Government provided facilities that were used by the not-for-profit sport sector and funding was provided to this sport sector to support the development of the sport for both elite performance and to encourage more participation.

*2.2.2.3 Sporting venues*

Recreation and sport venues are provided for members of the community to participate in a wide range of recreational and sporting pursuits. These venues may be strictly focused on a specific sport, such as a netball or squash centre, or they may be designed to provide a variety of activity options, such as multi-purpose indoor court space that could be used for badminton, basketball, netball, table tennis and volleyball. They may also be designed to cater for competitive and elite sport or they may be developed to cater only for recreational pursuits or any combination of the casual recreation and formal sport (Tower, 1999).

According to the *Oxford Companion to Australian Sport* (Vamplew, Moore, O'Hara, Cashman & Jobling, 1997), venues were developed on a couple of different levels. Swimming pools trace their history to the first public baths that were completed until 1839 in Woolloomooloo Bay. Basketball traces much of its early venue development to churches, YMCAs and army drill halls. Significant grants and support from different levels of government were only a recent phenomenon in which

the basic community halls have been replaced by purpose built venues (Vamplew, et al. 1997).

The role of government in the provision of recreation and sport venues takes some credit from the establishment of local government in the middle to late 19th century. It was believed that the provision of healthy outdoor areas and physically active team sports would help to counteract some of the ill effects of urban living conditions (Sport and Recreation Victoria, 1995). Although it is poorly documented, the pressure on government to develop a wide range of sporting venues has come from organised lobby efforts by sports associations. The sports themselves do not usually have the resources to provide their own facilities but the general public is often willing for all levels of government in Australia to contribute towards the cost of providing venues. The political pressure from sport organisations to have venues provided and accessible creates another factor that suggests a partnership focus may be the best way to serve the requirements of both sports and venues.

Local governments, in particular, have a long tradition of responding to the sport and recreation needs of their communities. Traditionally, local government has provided facilities and services through its access to public funds and its capacity to harness community groups and leverage their resources (Shilbury & Deane, 2001).

Lyons (2001) stated that the relationship between government and not-for-profit sport was straightforward. Traditionally, local government provided the sports grounds, pools and courts that were used by individuals for their personal participation as well as by local level sport associations for their training and competition. The provision of state and national level facilities provided fewer opportunities for individual participation (except as spectators) and tended to focus on large-scale competitions that were used for major events. These types of facilities were traditionally supported by state and national government contributions.

Over the last decade in Victoria the management of government owned indoor sport centres and pools has gone through significant changes to make them more commercially oriented. Compulsory Competitive Tendering (CCT), when it was introduced in Victoria in 1994, challenged the traditional approach to delivery and management of local sport venues. CCT provided a framework whereby the delivery of services, particularly sport and recreation venue management, were contracted out to both local government authorities and outside agencies, including community groups like the YMCA and commercial operators (Shilbury & Deane, 2001). The

impact of CCT enabled a reduction in the costs of delivery and introduced efficiencies so the burden on rate-payers was reduced but often impacted on the standard of service delivery (Veal and Lynch, 2001). The relationships between sports and the government provided facilities were blurred because many sport centres were managed by outside operators. A recent study conducted by the Smart Connection Company for the Australian Recreation Institute indicated that an external party managed approximately 40% of the facilities in Australia (Smart Connection Company, 2006). The relationships that Lyons (2001) indicated were straightforward have shifted because of changed management arrangements and expectations that sport centres would operate without government subsidies and preferably generate financial surpluses. This made the nature of the relationship between sport venues and sport associations all the more important to understand. Since the 1980s in Victoria there has been an industry and government supported push of sport venues to adopt more commercially oriented business practices (Institute of Recreation, 1986; Institute of Recreation, 1987). Unfortunately, the trend of these more commercially oriented business practices by sport venues may have impacted on the capacity for sport associations to gain access to sport venues and develop their programs.

## 2.3 Relationships in sport

Both Stewart, et al. (2004) and Lyons (2001) acknowledged the complexity of the sport industry because it involved government owned facilities, privately owned businesses and the not-for-profit sport associations. The mixture of these relationships to deliver programs and services created unique situations that are poorly understood and warrant research to understand factors that influence relationship success. The investigation in this study into the community sport sector contributes to this understanding.

### 2.3.1 Sport relationship research

The nature of relationships in sport has been explored at two discrete levels. Initially, community recreation literature, that includes community sport, was reviewed to understand how governments and other organisations could manage relationships to better deliver their services and meet community demand. More recently, professional sport research has explored relationships in regard to their capacity to produce commercial outcomes that contribute to sport sponsorship

arrangements or build professional sporting leagues and teams (Lachowetz, Sutton, McDonald, Warnick & Clark, 2002; Shani, 1997).

Acknowledgement of the increasing value of relationships in sport was provided by Slack and Parent (2006) where a chapter covering sport alliances was included in the 2nd edition of *Understanding Sport Organisations: The Application of Organisation Theory.* Although the current research has not drawn on the principles of strategic alliances (this matter is addressed in Chapter 3), the attention of Slack and Parent's (2006) discussion highlights the growing need to understand relationships in sport and to provide direction regarding how to manage the relationships.

*2.3.1.1 Recreation and leisure relationship research*

The earlier research on relationships that related to this particular study drew on publications in the recreation industry because of the focus on government and other organisation relationships. Crompton (1989) identified the value of commercial and public agencies working together to develop a broader range of recreation services and facilities that would not otherwise be possible. There was encouragement for recreation and sport agencies to develop relationships that would enable them to generate something that would be greater than the sum of the individual parts. Crompton (1998) further developed this theme to explain how the public sector component of recreation and sport could work collaboratively to generate a range of economic benefits that would be valued by both sectors.

The nature of how community agencies such as Universities and state agencies work collaboratively to meet each other's needs and service the wider community was the basis of a case study by Kunstler (1997). The very nature of not-for-profit sport agencies suggests that there is merit in exploring relationships from other perspectives besides the business setting, given that commercial performance is not the only measure of success in the not-for-profit sector.

Andereck (1997), Selin and Myers (1995) and Uhlik (1995) reported on studies that investigated community partnerships that included recreation agencies. The purpose of these relationships was to build communities and further develop services. These investigations identified a range of factors that influenced the effectiveness and satisfaction of the relationships. Factors such as trust, commitment of resources, flexibility, cooperation, common goals, mutual benefit and a level of

accountability were common to these studies. These and many other relationship constructs are discussed in detail in Chapter 3.

In more recent times Frisby, et al. (2004) reported on research that identified that lack of guidelines, insufficient training, poor coordination contributed to under managed partnerships in the leisure departments of ten Canadian cities. Prior to this, the need for government, not-for-profit sport, and private agencies to work in collaboration was promoted by Thibault and Harvey (1997). A resource dependency perspective was used to explain how linkages among agencies were necessary for the amateur sport to address the uncertainties of limited resources.

The framework developed by Frisby, et al. (2004) was used to guide the analysis by Shaw and Allen (2006) where the dynamics of a sport development partnership among not-for-profit organisations were explored. Formal communication, intensity of partnership management, informal communication, trust, conflict and competing agendas were found to be features of the managerial structures and processes for these relationships (Shaw & Allen, 2006).

For nearly 20 years the value of relationships in community recreation have been documented. Unfortunately, limited research has been found that specifically relates to the not-for-profit sport sector and sport venues. The current investigation addresses the need to conduct additional research that will clarify a range of factors associated with managing the collaborations that sport organisations have with other agencies.

*2.3.1.2 Sport relationships*

Investigations in the sport industry have tended to provide a more commercial perspective and have drawn on relationship marketing to guide the research (Brenner, 1997; Cousens, et al. 2001; Shani, 1997). Relationship marketing was introduced by Shani (1997) as a concept that provided an outcome for sport agencies to build better relationships with their fans and key partners to further develop their programs and services. Much of the National Basketball Association's (NBA) success was based on its adoption of relationship marketing as a focus for its operations (Cousens, et al. 2001). Brenner (1997) and Lachowetz, et al. (2002) discussed how sport teams could develop improved relationships with their sponsors to better meet the commercial interests of sponsors and provide more value to the sporting team. These and similar studies (Beech, Chadwick & Tapp, 2000; and Sutton, Lachowetz & Clark, 2000) have

used principles of building relationships to demonstrate the commercial value and service delivery benefits from a more strategic approach. Except in the research by Cousens, et al. (2001), the development and application of relationship marketing principles do not appear to reach their full potential. In particular, there is a call for more developments by sports to work with their sponsors to build better relationships to add more value to the expected outcomes.

The commercial focus on relationship outcomes from the sport industry does not adequately incorporate the social and community benefits that are often a desired outcome for the not-for-profit sport sector. Consideration of other community relationship sectors was required to gain a fuller understanding of how not-for-profit sport could develop their relationships. The community relationship sectors of education partnerships, and health and community service partnerships provide additional insights that complement the commercial focus of the sport industry research.

*2.3.1.3 Community sport as social capital*

The role of sport in the development of social capital was emphatically stated when Putnam (1995) included the concept of 'Bowling Alone' in the title of the article that raised concern regarding the decline of social capital in America. Putnam included the demise of bowling leagues (even when bowling participation was increasing) as particular evidence of the social disengagement in contemporary America. It was the diminished capacity for bowling teams to engage in social interaction that was highlighted as another sign of vanishing social capital.

A range of publications addressed the role of sport and leisure in the development of social capital (Arai & Pedlar, 2003; Dyerson, 2001; Hemingway, 1999; Jarvie, 2003). Social capital was defined by Maguire, Jarvie, Mansfield, and Bradley (2002) as "the network of social groups and relationships that fosters co-operative working and community well-being. It involved communities and other social groups exercising a certain degree of trust through taking on mutual obligations" (p. 109). Social capital's characteristics of structure and facilitation of individual actions within those structures was emphasised by Hemmingway (1999). The structure occurred in families, schools, secondary associations and sporting leagues as an aspect of social relations, but it was its capacity to facilitate the actions of individuals within those social structures that enabled those involved to act more

effectively in their communities. A key to social capital in communities was "the more social capital a person possesses in one role, relation, or structure, the more social capital is available to others" (Hemingway, 1999. p. 155). It was the cumulative value of social capital that generated its contribution to society. The debate regarding the contribution of leisure and sport to social capital acknowledged its capacity to contribute but emphasised that the nature of the leisure or sport organisation influenced the level and nature of contribution.

A conflicting view of the role of sport in building social capital was provided by Dyerson (2001). He explained that sport had sometimes established institutions based on gender and race that generate civic division and disengagement, and sport development could often be attributed to developing markets and consumers rather than building communities. Arai and Pedlar (2003) also raised concern regarding the increased focus on individualised and privatised delivery of leisure services. However, the potential for community based leisure to develop and build social engagement based on focal points of community participation and celebration was recognised as one of the approaches for building social capital. Although there were cautionary statements regarding the potential for sport to contribute to social capital, it appeared that community based sport had the potential to build social capital.

Sport associations would be among the democratic institutions that Hutton (1997) identified as being a necessary contributor to social capital. Sport associations operate at a community level where individuals are able to engage in decision making and develop elements of trust and individual commitment. A diminishing role for sport associations is part of the trend that has impacted on American life where individuals are less involved in community activity (Hutton, 2002). Opportunities for sport associations to be positively engaged in the relationships with sport venues has the potential to support the development of trust at an individual and institutional level that will contribute to a community's social capital.

At a local level, Driscoll and Wood (1999) explored the reasons why sport and recreation clubs mattered in part of regional Victoria. The findings explained how sport and recreation clubs had an important role in raising social capital in rural communities. The local sporting clubs through their activities were important social hubs of exchange and connection in their communities. Although there is no research in this regard that is applied in the urban setting, it is likely that the connections that

relate to Putnam's (1995) bowling leagues would have an impact in the Australian urban setting.

Sporting clubs, like those investigated by Driscoll and Wood (1999), have been examined in the current study. Although it is not a primary purpose of this study to understand how much they contribute to the social capital of their community, the research does identify some outcomes from the relationships. Some of these outcomes do clearly relate to social capital. Other findings from this research contribute to an understanding of how the networks within communities can be developed by focusing on the key constructs that influence relationships.

Putnam (1995) discussed the horizontal connections of individuals and their contribution to the social capital of local areas. The current study has looked beyond the connections of individuals to understand the horizontal connections between agencies at a local level. Some the data in this study reports on relationships' capacity to contribute to community outcomes. These outcomes are reported in the context of organisations' operations but would also be likely to be part of individual's connections with their communities.

A framework for understanding the relationships between sport associations and sport venues is provided in chapter four. This framework includes a range of outcomes from the relationships that include elements of social capital such as increased community involvement and support or greater capacity to reach more diverse members of the community.

Improving the relationships between sport venues and sport associations will have positive benefits for the venues, the sport associations, and the general community because of increased sport participation. Strong relationships between sport venues and sport associations will contribute to the social capital of the community by developing community networks that build community cohesion (Driscoll and Wood, 1999).

## 2.4 Summary

This chapter has provided an overview of the sport industry with a variety of statistics to illustrate the nature of the sport industry and the place that sport associations and sport venues occupy in the overall sport sector. The purpose of this section is to summarise the main points in the chapter and to put the current research into context.

Sport is a unique industry sector with a range of special features that distinguish it from other industry settings. As a field of study, sport management has evolved to apply management principles in a way that accommodates sport's unique characteristics. The capacity of sport to manage relationships with the values of cooperation and interdependence may be challenging because of sports' inherent emphasis on competition and winning.

Statistics about the sport industry indicate that it has substantial financial turnover in billions of dollars. Sport employs over 200,000 staff in business, not-for-profit organisations and government. Over a million volunteers contribute their time to administer and deliver sport programs. Sport is a significant component of household expenditure. Just the Australian households' annual expenditure on club subscriptions and facility charges exceed a million dollars. The six sports in this study account for nearly 10 percent of household expenditure on the major sport and physical recreation activities, and nearly 20 percent of the sport and physical recreation participation of Australians. These statistics demonstrate that sport in general and the six sports of this study, in particular, are important in terms of their economic impact and participation levels.

Not-for-profit sport is an important focus for this study. Sport associations are organised in a hierarchical structure at community, regional, state, national and international levels. Government plays a key role in supporting sport development at all of these levels by providing facilities and programs for community participation and elite performance.

Professional management of the not-for-profit sport sector is being encouraged at all levels of operations, but sport is not only operating to meet traditional commercial outcomes. Sport has a key role to play in the development of community infrastructure by making contributions to social capital.

Sport venues are an important component of sport delivery. The changing roles of government, particularly regarding the management of government owned venues, have made the relationship between sport associations and sport venues more complicated. The combination of sport association, government and sport venue managers make the relationships in sport more challenging.

Previous research in sport (and leisure) relationships has tended to focus on commercial and organisational outcomes with limited consideration of social contributions of sport. Sport as a contributor to social capital has potential but it is the

nature of how sport is organised and how it is delivered that influence its capacity to contribute to social capital.

The existing research into relationships in community recreation and professional sport has much to contribute but does not fully address the capacity of community sport to contribute to a community's social capital. Even within the existing research there was limited information that explained what needed to be addressed as relationships developed. There is great capacity for not-for-profit sport to build relationships with other 'like-minded' organisations to develop and grow a variety of sport programs that would have positive impacts on a number of levels.

Relationships between the various agencies in not-for-profit sport were important in determining the manner in which sport was developed. This research used this information as a foundation to identify and document indicators to describe the nature of sport venue and sport association relationships. There is merit for sport venues and sport associations to work collaboratively to help develop each others' operations. This study contributes to this understanding and guides venues and associations to manage their relationships. The following chapter provides an in-depth explanation of the development of relationships and introduces the range of constructs that are likely to impact on the relationships.

CHAPTER 3

RELATIONSHIP DEVELOPMENT AND RELATIONSHIP CONSTRUCTS

| |
|---|
| 1. Introduction |
| 2. Sport associations and sport venues in Australia |
| 3. Relationship development and relationship constructs |
| 4. Framework for understanding the relationships between sport associations and sport venues |
| 5. Research methods |
| 6. Qualitative study results |
| 7. Quantitative study results |
| 8. Discussion |
| 9. Conclusion |

| |
|---|
| 3.1 Introduction |
| 3.2 Rationale for using relationship marketing, education partnerships, and health and community service partnerships |
| 3.3 Development of relationships and partnerships |
| 3.4 Constructs that influence the relationships |
| 3.5 Relationship outcomes |
| 3.6 Chapter summary |

3.1 Introduction

The three sectors based in business, education, and health and community services provide discrete but complementary insights to how relationships were managed. Insights from these three sectors have a capacity to clarify and contribute to the understanding of not-for-profit sport relationships because they address relationships from the perspectives of only business, community and business, and only community.

As stated previously, relationships in sport are complicated because government usually provide the facilities, private businesses are often involved in management, services and program delivery, and not-for-profit sport provide competitions, training and community programs (Lyons, 2001; Stewart, et al. 2004). Studies of sport relationships have drawn on resource dependency theory (Thibault & Harvey, 1997), management principles (Thibault, Kikulis & Frisby, 2004; Frisby, Thibault & Kikulis, 2004; Shaw & Allen, 2006) and relationship marketing (Brenner, 1997; Cousens, et al. 2001; and Shani, 1997) to explain the nature of the relationships. Limited research has been found that draws on the experience of different sectors to gain a broader understanding of relationship development, particularly for not-for-profit sport.

Mordaunt (1999), whose research was in the education setting, acknowledged areas that have partnerships included local government, coalitions in government, second world war collaboration (Vichy France), trade unionism, credit unions, urban regeneration, government and voluntary sector, town centre planning, arts and business to business. Similarly, Walker (2000), from the health setting, drew her

analysis of collaborations and alliances from health sciences, organisational studies and social sciences. Both Mordaunt and Walker demonstrated the value of drawing on a wide range of industry settings to explain relationships and partnerships in discrete sectors.

For the purposes of this study an understanding of relationships were drawn from the three sectors of relationship marketing (reflecting the business perspective), education partnerships, and health and community service partnerships. These three sectors contributed insights to relationships that could be applied to the sport venue and sport association relationships.

### 3.1.1 Overview of chapter

The purpose of chapter three is to use existing literature to explain a framework for the development of relationships and to identify a range of constructs that were likely to influence relationships between sport venues and sport associations. Initially, a rationale for drawing on relationship marketing, education partnerships and health and community service partnerships is provided in section 3.2. Section 3.3 discusses the literature from these three fields of study to provide a synthesised framework for the development of relationships. This framework is used to provide a context for understanding the range of constructs that are likely to impact on the relationships between sport venues and sport associations. The discussion of the constructs and a final listing of the 27 constructs are provided in Section 3.4. This listing of the constructs was used as the basis for the subsequent investigations where the qualitative study (chapter six) explored the relevance and application of these constructs in the range of sectors from which they were drawn; and the quantitative study that identified the most important relationship constructs and identified a range of outcomes associated with the relationships between sport venues and sport associations. The final section of the chapter provides relevant background regarding the outcomes that could be generated from the relationships. These outcomes were used as part of the quantitative study to determine what the relationships between sport associations and sport venues were able to achieve.

The information provided in the review of literature contributes to the understanding of the research problem from three perspectives. The stages that the relationship between sport associations and sport venues may take are explained by a relationship development process framework. Secondly, the constructs that are likely

to influence the relationships are explained in the context of the relationship development process. Finally, the relationship outcomes that are likely be generated from the relationship between sport venues and sport associations are provided. These three perspectives from the literature are then presented in chapter four where the overall framework for understanding the relationship between sport venues and sport associations is presented.

## 3.2 Rationale for using relationship marketing, education partnerships, and health and community service partnerships

The not-for-profit sport sector has relationships with other community organisations, government, and businesses. Lyons (2001) in the discussion of the not-for-profit sector identified the other industry sectors as business and government. The three fields of study used in this research do not conform to these three groups of business, government and not-for-profit because the focus is on the outcome of the service rather than the nature of the organisation. Relationship marketing provided a business perspective where commercial outcomes were expected. Education partnerships provided a community and business perspective where the outcomes of the relationship were both community and commercial achievements. Health and community service partnerships provided a community perspective where service development for the wider community was an expected outcome. Each of these three sectors is discussed in detail below.

These three fields of study were deemed to be most appropriate for the background to the research because they all have an established body of literature and there is a relevant application to sport venue and sport association relationships. Other fields of study were explored, such as industrial relations and strategic alliances, but they had little to contribute that was not covered by relationship marketing, education partnerships, and health and community service partnerships. Chapter four also provides insights to how the literature from relationship marketing, education partnerships, and health and community service partnership contributed to the understanding of sport association and sport venue relationships.

There was also scope to include literature from interorganisational relationships (IOR) as a separate field of study. But it was decided that the IOR literature was adequately captured in the health and community service literature where public organisations develop relationships with other public agencies and some

commercial agencies. Additional insights regarding not-for-profit IORs, similar to sport venue and sport association relationships, reinforce many of the issues raised in the three sectors incorporated in this literature review (Huxham & Vangen, 2000a; Huxham & Vangen, 2000b; Parker & Selsky, 2004; Provan, Isett, & Milward, 2004; Sanyal, 2006).

*3.2.1 Relationship marketing*

Relationship marketing was chosen to provide a commercial business perspective based on the potential for agencies to work together to generate more positive outcomes than just a transactional analysis of marketing based on exchanges (Gronroos, 2000; Gummesson, 1999; and Sheth & Parvatiyar, 2000). In particular, there is an increasing expectation for sport venues to operate on a more commercial level and the management of the venues is increasingly operating more like a business even though they are built and owned by government. The process of CCT in Victorian local government has moved sport venue managers to adopt more business–like management practices. In some instances the agencies that provide management at sport venues are commercial agencies (Veal and Lynch, 2001).

Bitner (1995) stated that relationship marketing was used to describe how firms deliver and work with their customers. This focus provided useful insights regarding relationships in the sport venue and sport association setting because of its emphasis on services. It was recognized that other business principles, such as industrial relations, organisational studies, and strategic alliances could also be used to inform the understandings of commercial relationships. In particular, the impact of strategic alliances was viewed as potentially contributing much to the understanding of relationships. Slack and Parent (2006) (citing Child and Faulkner) included a chapter on strategic alliances in the second edition of their book but their definition of strategic alliance focused on learning-based partnerships. Although Slack and Parent's discussion of strategic alliances had application in the current research, the definition was deemed to be somewhat narrow because the sport venue and sport association relationship may be based on learning but it was likely to include other key features that were not necessarily focused on mutual learning. Varadarajan and Cunningham (2000) provided a focused discussion of strategic alliances in the context of relationship marketing and concluded that the principles of marketing were closely aligned and "the recent move toward a broader construal of relationship marketing as

encompassing the entire network of organisations brought together on a continuing basis" (p. 300) was a basis for maintaining a focus on relationship marketing. Consequently, even though other business principles had the potential to contribute to the understanding of commercial relationships, it was decided that the focus on relationship marketing provided the best business perspective for application in this study.

Relationship marketing provided a framework for understanding the commercial aspects of the relationships between sport venues and sport associations. In particular, sport venues in Victoria were encouraged to adopt more business-focused operations since the 1980s so the subsidies from government could be minimised (Institute of Recreation, 1986; Institute of Recreation, 1987). Some sports have also been encouraged to adopt more business-like operations by initiatives from the government such as the Volunteer Management Program, the Club and Association Management Program and the Club Development Network (Hoye, et al. 2006). The principles of relationship marketing were a useful guide for understanding the commercial outcomes that may be developed by the relationships between sport venues and sport associations.

Gummesson (1999) explains how relationship marketing moves beyond the traditional four Ps (product, price, place and promotion) to a focus on long-term collaboration and win-win values. This move to both parties being actively involved in a relationship that builds each other's business is applicable to the development of the relationship between sport venues and sport associations. Relationship marketing provided a new paradigm for understanding service delivery (Gronroos, 1997; Gummesson, 1997; Sheth & Parvitayar, 1995a) that had not been applied in community level sport.

### 3.2.2 Education partnerships

Education partnerships were chosen as a framework to conceptualise relationships in the context of sport associations and sport venues because it was a well established body of knowledge. The combination of community outcomes with commercial outcomes through education partnerships have been analysed in the education literature (Bodinger-de Uriate, 1994; Borthwick, 1995; Dickson, Gewirtz, Halpin, Power & Whitty, 2002; Mordaunt, 1999; Tushnet 1993) but have not been applied in other relationship analyses. Additional insights about the relationships

between not-for-profit sport and sport venues who are working to produce both commercial and community outcomes could be gained by applying the principles of education partnerships.

Education partnerships provided unique examples of how community institutions, namely schools or universities, entered into partnerships with businesses and other institutions (Bodinger-de Uriate, 1994; Borthwick, 1995; Dickson, Gewirtz, Halpin, Power & Whitty, 2002; Mordaunt, 1999; and Tushnet 1993). In particular, the development of partnerships with higher education institutions taking the lead has been a growing initiative since the 1990s (Boyer, 1990; Soska & Butterfield, 2004). Universities have been encouraged to become more engaged with communities and businesses so that combination of theory and practice can be developed. A number of studies of education partnerships in the higher education sector have much to contribute to the understanding of partnerships.

The combination of the community agency, such as a local school, and business, in particular, provided unique insights to their capacities to work together. The experience from education partnerships was useful because of the combination of commercial outcomes from business and community outcomes from education. Sport associations are community based and although they are expected to be economically responsible, they rarely have the driving profit motives of businesses. Sport venues often have commercial imperatives so the combination of the community and commercial relationships investigated through education partnerships had much to contribute to the current study.

### 3.2.3 Health and community service partnerships

The health and community services sector provided a third perspective based on partnerships between community based agencies, such as health, recreation and welfare organisations, government and in other instances between businesses and community groups (Andereck, 1997; Birch, 1999; Glendinning, Powell & Rummery, 2002; Glover, 1999; Kanter, 1999; Meads, Killoran, Ashcroft & Cornish, 1999; Selin & Chavez, 1994, Uhlik, 1995; Waddock & Bannister, 1991; Walker, 2000). Health and community service partnerships were chosen as a framework to conceptualise relationships in the context of sport associations and sport venues because it was a well established body of knowledge that analysed relationships that produced community oriented outcomes. A focus on community oriented outcomes in sport has

been incorporated in some of this literature so it has a direct application to the current study. Additional insights about the relationships between sport associations and sport venues who are working to produce community outcomes could be gained by applying the broader principles of health and community service partnerships.

These relationships focused on agencies working together by providing health, welfare, recreation, community, and tourism services to the wider community. Health and community service partnerships were based on agencies working together to address the needs of particular target groups. This was similar to how sport associations work with sport venues to develop programs and services that will have a positive impact by encouraging increased sport participation, especially for specific population groups. These needs usually fit within the realm of community good and the relationships were expected to contribute to the social capital of the community. Social capital relates to the factors in the social organisation of the community such as trust, norms and networks in order to facilitate coordinated actions to improve the efficiency of society (Putnam 1995). The health and community service partnerships were useful to draw on the experience of community agencies working in collaboration to address the needs of particular target groups.

### 3.2.4 Synthesis of the three sectors

The understanding of relationships from relationship marketing, education partnerships, and health and community service partnerships has much in common but no literature had been found that explored the links in one sector with those in the other (Tower, Gibbs, Jago, & Deery, 2001). These three sectors provided a diverse review from which unique insights to how relationships were managed could be drawn.

Figure 3.1 illustrates how these three discrete but complementary bodies of literature contributed to an overall understanding of relationships and how agencies worked together to achieve complementary outcomes. Each of these bodies of literature contributed to an understanding of the principles and constructs that influenced the relationships from each discrete perspective. The discrete issues from each sector were also considered in the identification of factors that influenced the relationships to guarantee that individual contributions to the study were not lost in the synthesis process. Despite the importance of relationships in so many different fields, no research has been uncovered that attempted to synthesise an understanding

of relationships from these complementary areas. Similarly no research had been found that explored how sport venues and sport associations worked together. This broad view of relationships was used to understand the practices of sport venues and sport associations where they work together for both commercial and community outcomes.

Figure 3.1 – Development of the key constructs / issues for managing relationships based on the literature
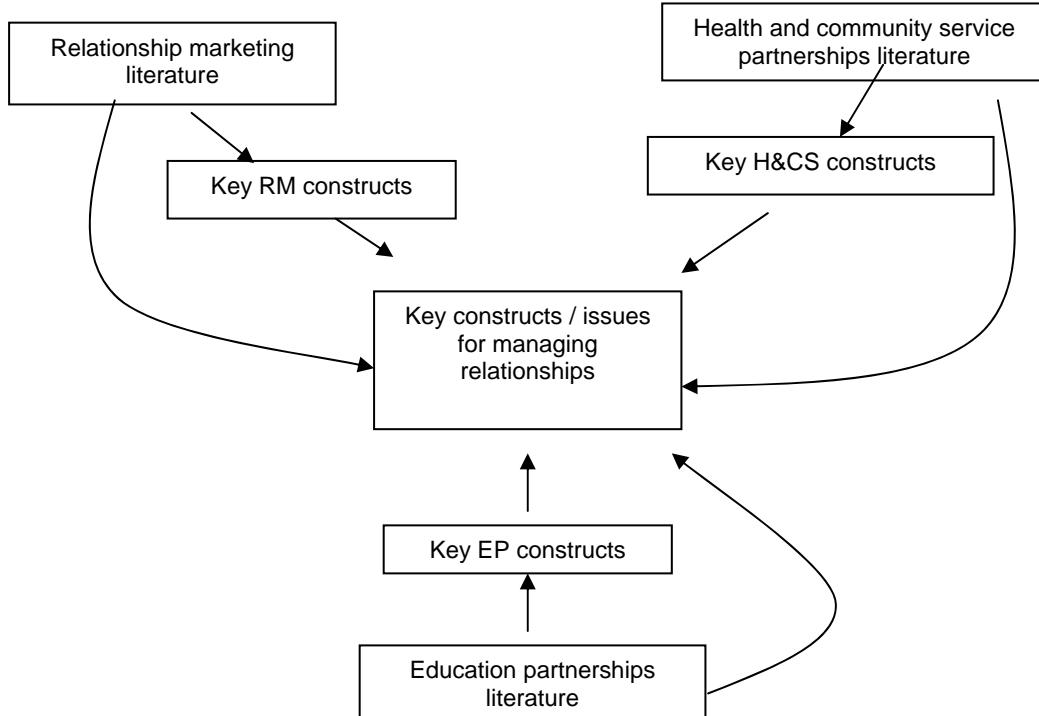


Key to abbreviations:
RM – Relationship marketing
H&CS – Health and community services
EP – Education partnerships

Figure 3.1 is used to guide the following sections as each sector is explained in detail. Initially the focus is on relationship marketing, followed by education partnerships and concluding with the discussion of health and community service partnerships. Each of these sectors contributes unique characteristics and understanding of constructs that may influence relationships as well as processes for the development of relationships. Modified versions of Figure 3.1 will be included for each of the next three sections to emphasise the literature being reviewed and the unique contribution that each body of literature provides.

3.3 Development of relationships

This section explains relationship marketing, education partnerships, and health and community service partnerships by providing background regarding the principles underlying the sector, an explanation of how the understanding of the concepts has evolved, and particular information from some key studies that explain how the relationships were formed. A synthesised model of relationship development process is presented in Section 3.3.4 that draws on the literature from relationship marketing, education partnership, and health and community service partnership developments. This model is used further in Section 3.4 to provide a context to begin to understand the constructs that influence how relationships develop.

*3.3.1 Relationship marketing*

Initially, Relationship Marketing (RM) was reviewed to provide coverage from a business perspective. Figure 3.2 with the emphasis on the relationship marketing sector illustrates how this section connects to the overall explanation. The discussion of relationship marketing will cover the evolution of relationship marketing, sectors where relationship marketing has been investigated, and an overview of key research from relationship marketing that informs this study. A framework is presented (Figure 3.5) that draws on the literature to identify the stages of a relationship marketing cycle.

Over the last two decades the concepts and principles of relationship marketing have been evolving. Bitner (1995) indicated that Berry in 1983 was the first person to use the term 'relationship marketing' to describe how service firms deliver and work with their customers. Relationship marketing provided a shift in the services marketing literature towards a focus on relationships and key interactions (Gronroos, 1995; Gummesson, 1994; Sheth & Parvitayar, 1995a).

*3.3.3.1 Evolution of relationship marketing*

Sheth and Parvatiyar (1995a) indicated that marketing as a practice dated back to 7000 B.C. but the study of marketing as a practice evolved in the 20th Century. It was only in more recent times that relationship marketing evolved as a field of study. Many suggested it was the establishment of a new paradigm that focused on

relationships rather than transactions (Berry, 1995; Blois, 1996; Gronroos, 1997; Gummesson, 1994; Gummesson, 1997; Sheth & Parvatiyar, 1995a).

Figure 3.2 – Development of the key constructs / issues for managing relationships based on the literature from relationship marketing.
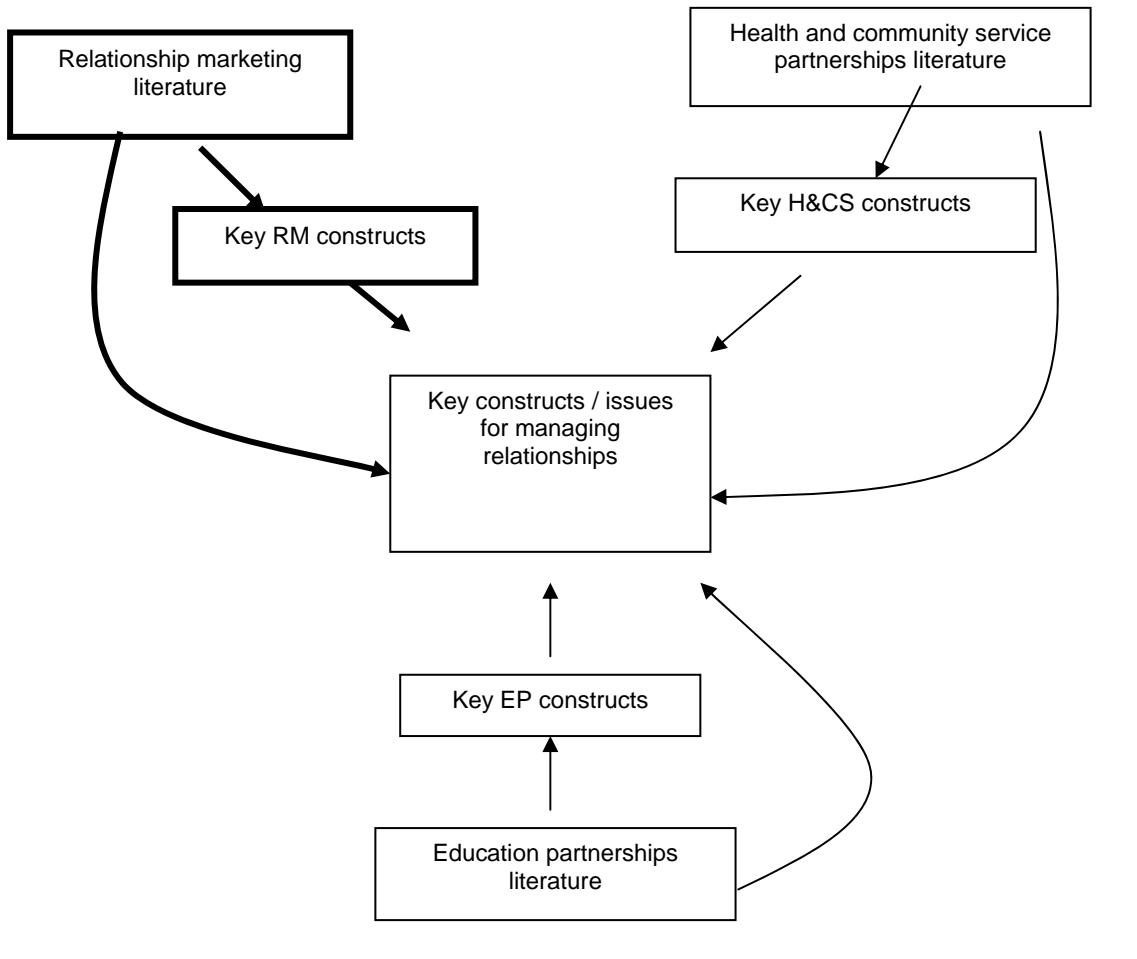


Structures to explain the evolution of relationship marketing have taken several approaches. Figure 3.3 from Sheth and Parvatiyar (1995a) illustrates that RM emphasises interdependence and cooperation while transactional marketing placed the emphasis on competition and conflict, and independence and choice. RM involves a value shift of working with another agency to achieve mutual goals and outcomes rather than the traditional marketing focus of working alone to achieve the best outcome for one's own agency and activities. The shift from competition and conflict to cooperation and from independence to interdependence underpinned a new direction for how agencies worked together.

Figure 3.3 – Axioms of transactional marketing and relationship marketing
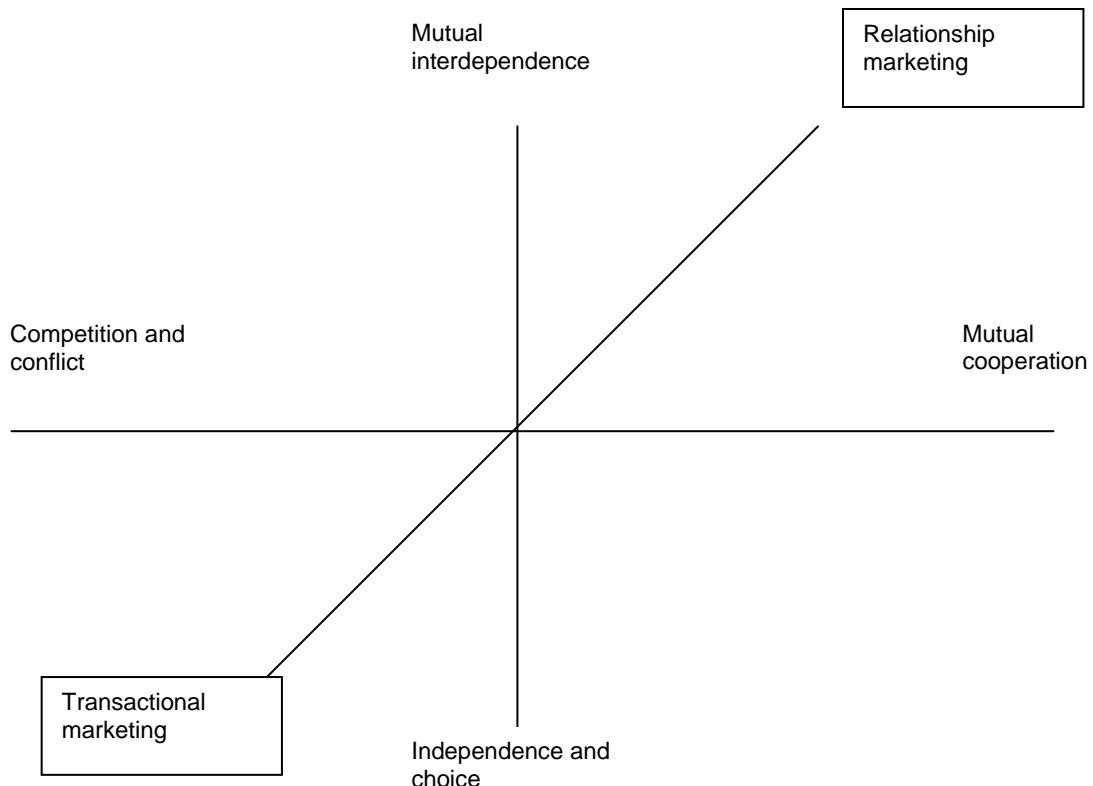


(Sheth & Parvatiyar, 1995a, p.400)

The purpose of transactional marketing was to create a competitive advantage through an agency's capacity to independently operate in the market and to work its partners to achieve the maximum advantage for its operations. "The purpose of relationship marketing is, therefore, to enhance marketing productivity by achieving efficiency and effectiveness" (Sheth & Parvatiyar, 1995a, p. 400). The efficiency and effectiveness was achieved through minimising competition and conflict to create higher value; and to reduce the costs of search and negotiation activities which led to lower costs through interdependence and partnering activities (Sheth & Parvatiyar, 1995a).

The understanding of the connection between the pure transaction and fully operationalised relational exchange is illustrated by Fontenot and Wilson (1997) in Figure 3.4. This model identifies how agencies would move from a single transaction to the fully developed vertical integration. As the relationships progress from the

starting point of transactions they build on those experiences to move to an enhanced relationship. Successful transactions lead to repeated transactions based on mutual satisfaction in the balanced relationship. The long-term relationships maintain competitive market forces and potentially some adversarial behaviour. The move to buyer-seller partnerships was the significant shift from transaction arrangements to a more relational exchange based on cooperation. There was less competitive adversity and the impact of the market was minimised with an evolving focus on mutual benefits based on cost savings and production efficiencies. The nature of the price in the buyer-seller relationship was based more on negotiation than market pressure. The step to a strategic alliance entailed the firms committing resources for a strategic purpose that would benefit both parties. Firms that join together in multiple relationships, partnerships and strategic alliances formed a network organisation. The ultimate marketing relationship occurred when the operations of the participating firms were vertically integrated into each other's operations (Fontenot & Wilson, 1997).

Figure 3.4 – The range of marketing relationships



| Transactions | → | Repeated transactions | → | Long-term relationships | → | Buyer-seller partnerships | → | Strategic alliances | → | Network organisations | → | Vertical integration |
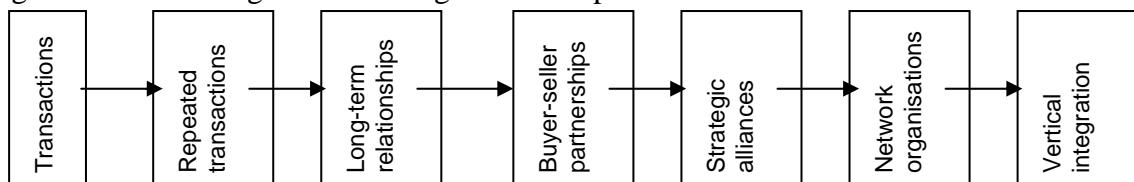
(Fontenot & Wilson, 1997, p. 6)

Sport associations and sport venue relationships could operate at various stages of Fontenot and Wilson's (1997) model. Single transactions would be positioned at the transaction level of relationships. Annual bookings for seasonal tournaments or even pre-season training could be positioned at the repeated transaction level of relationships. Long-term relationships through to the strategic alliance relationship levels could operate when sport associations and sport venues enter into collaboration to meet each other's expectations. The network organisations and vertical integration could function when the sport association and sport venue work collaboratively to form a new entity whereby they function as an entity separate to either the sport association or sport venue.

The debate regarding the evolution and credibility of RM as a field of study and establishment as a new paradigm was reinforced by the variety of definitions and

explanations that were provided in the 1990s. Blois (1996) indicated that a review of authors on the topic did not even provide a coherent set of characteristics and those that were provided tended to be open ended. Some of the features that appeared in the literature trying to define relationship marketing included marketing efforts:

- towards establishing and maintaining long-term relationships (Blois, 1996)

- seen as relationships, networks and interactions (Gummesson, 1994)

- which involve and integrate customers, suppliers and infrastructure partners in developmental activities; focus on interdependence rather than independence; emphasises cooperation rather than competition (Sheth & Parvatiyar, 1995a)

- whereby the supplier creates commitment and trust between itself and the customer (Morgan & Hunt, 1994)

- to attract, maintain and enhance customer relationships (Berry, 1995)

- to seek and maintain long-term business relations that add value to customers and sellers (Evans & Laskin, 1994).

Key elements that an explanation of relationship marketing seemed to encompass were a process of suppliers and customers establishing a long term relationship, based on mutual cooperation, interdependence, trust and commitment to value added exchanges.

There were suggestions that there was not yet a theoretical basis for RM and that without a theoretical base RM would remain as little more than a topic within the whole marketing framework (Palmer, 1997). However, the establishment of RM as a field of study appears to be reinforced by the more recent texts focused on RM (Sheth & Parvatiyar 2000, Gummesson 2000). Palmer's (1997) suggestion that RM did not yet have a theoretical base is open for debate, but the range of literature and studies that focus on RM provide substantial evidence that it is more than a discrete topic in the breadth of marketing framework. In fact, this review contributes to the debate and assists in identifying the theory that underpins RM.

Zineldin (2000) cited Brodie et al. that relationship marketing evolved from six streams of research. Initially there was marketing from a service perspective. The other streams were based on inter-organisational relationships, the channel's literature, network relationships, the role of relationships in value chains, and the impact that information strategy has on relationships between and within organisations. The literature from the service marketing stream was the main

influence on this research although the other streams of research were also incorporated at a minimal level (Chapter 4 provides more information regarding this).

The debate regarding RM is healthy and reinforces the need for more theory development and research regarding the application of RM principles in understanding how agencies work collaboratively to achieve value added outcomes over the long-term. It is not the purpose of this discussion to provide a definitive end point to this debate, but rather to contribute to and clarify how this debate has led to agencies working more collaboratively to achieve value-adding outcomes over the long-term.

*3.3.1.2 Key RM research that has investigated the nature of the relationships*

Much of the literature regarding RM has been exploratory rather than reporting on research to investigate the nature of the relationships. This section provides an explanation of some research that has investigated RM in a variety of business sectors.

Empirical studies have investigated relationships in diverse sectors where hypotheses and the impact of different variables associated with RM were measured. The range of industries included automated immunochemistry testing products (Evans & Laskin, 1994); tyre industry (Morgan & Hunt, 1994); retail sector covering hairdressers / barbers, opticians, recreation centres and supermarkets (Pressy & Mathews, 2000); and office equipment manufacturer (Wetzels, de Ruyter & van Birgelen, 1998). These empirical studies have investigated elements of the factors that impact on the relationships. For example, Wetzels, et al. focused on elements of commitment and its antecedents and consequences. Morgan and Hunt looked at the role of commitment and trust in the context of their precursors and outcomes. Pressy and Mathews used the study to determine the nature of retail business that was most likely to be able to apply RM practice. Finally, Evans and Laskin tested the model of Effective Relationship Marketing to determine its potential application.

Qualitative studies have been used in similarly diverse sectors. Paun (1997) and Wilson and Vlosky (1997) based their research in the forest industry utilising in-depth interviews and case study research respectively. Wilson (1995) utilised an ethnographic study to understand the buyers and sellers in various firms in Europe.

Fontenot and Wilson (1997) presented a comparison of Relationship Marketing Models that explored four previous studies, and used this to identify the

key constructs and then used these to provide a prediction matrix that was tested empirically by Wilson and Vlosky (1997).

Fundamental to these studies has been the identification of the process of the relationship marketing process and constructs that influence the nature of the relationships. Four main references inform the relationship marketing cycle and four studies provided insights to the constructs and factors that were likely to influence the nature of the relationships.

*3.3.1.3 Relationship marketing cycle*

Examples of relationship marketing development were explored to develop a framework that could be applied to the development of relationships between sport venues and sport associations. Within the literature there were a range of sectors in which RM was either being practiced or discussed regarding how it should be practiced. Sectors that were discussed included the business-to-business sector, consumer markets, sport and theatre. Similar to the loose definition of RM, there was no definitive explanation of what constituted RM practice. This section provides an overview of the RM process from different sources to establish the relationship marketing cycle. Four studies were chosen to guide this investigation because they provide distinct models for the development of relationships. These studies are also research based (except Sheth, 1998), that is, they included specific studies of factors that have been identified that would influence relationship development.

The four models for the process of RM provided very different perspectives on what should be considered. Evans and Laskin (1994) incorporated traditional management concepts such as total quality management (TQM), understanding customer expectations, empowering employees, understanding customer satisfaction, to provide a framework for putting RM in to practice. Wilson (1995) and Sheth (1998) adopted a more unique approach that was based on identifying key customers who would benefit through relationship establishment and then proceed through a number of steps that led to a stable relationship. Cann's (1998) emphasis on getting the internal operations, strategies and culture focused before embarking to the external setting provided some useful prerequisites to moving into relationships. It is worth emphasising that the stable relationship is one that is poorly understood. There is a need for more research in this areas (Wilson 1995).

The synthesis of the steps that were likely to be common for the practice of RM should include the following seven stages that are illustrated in Figure 3.5. The synthesis of the four models indicated that the relationship would move through seven steps with potential points for no further development or loops for ongoing review and development.

Figure 3.5 – The Stages of the relationship marketing cycle

**1. Relationship prerequisites –** Know your own organisation goals and culture.

2. Repeated transactions

3. Partner selection

4. Negotiation

**5. Resource commitment –** value added relationship is established.

6. Relationship management

7. Relationship evaluation
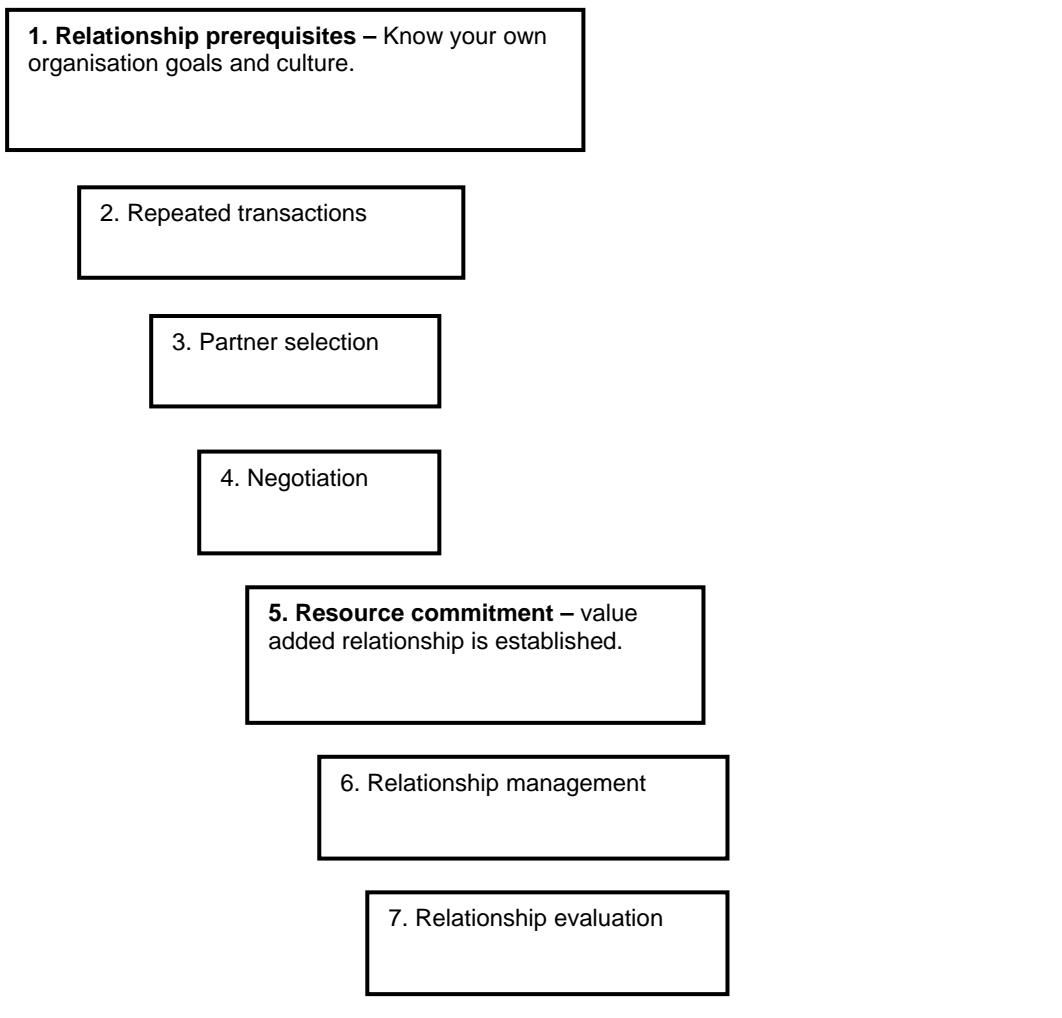
**1. Relationship prerequisites -** Agencies needed to have a thorough understanding of what they want to achieve and guarantee that they have the organisational culture to support their efforts into relationship development (Cann, 1998; Evans & Laskin, 1994). This understanding would usually lead to transactions with appropriate agencies where a better understanding was developed. However, there may be situations where an agency through its understanding of their own operations would

move directly to partner selection in order to best meet its organisational objectives (Sheth, 1998; Wilson, 1995).

**2. Repeated transactions -** A relationship that was based on at least repeated transactions between partners over a period of time may be the starting point for entering into a more committed relationship. This would assist each partner to establish their own capacity to do business and to work with each other to achieve equitable outcomes. If one party of the transaction recognised the possibility to build the relationship then there was the potential to seek out a partner for a relationship (Fontenot & Wilson, 1997; Sheth, 1998; Wilson 1995).

**3. Partner selection -** A process whereby one of the partners recognised the potential value that could be gained by investing further in the relationship began the partner selection stage. When one partner recognised the potential to increase each other's market share through collaboration, then they should initiate dialogue to begin the negotiation process (Sheth, 1998; Wilson, 1995).

**4. Negotiation –** Dialogue and other communication between the partners to better understand each other's needs so mutual goals and procedures for operating could be established were part of the early negotiations. It was important for the partners to communicate openly whereby they could understand each other's needs and work toward identifying and documenting shared goals that would generate mutual benefits that were not likely without collaboration. The negotiation stage could proceed to resource commitment, or if the negotiations do not identify mutual goals and purpose, then there may be no potential to establish the relationship. If there is no resource commitment, the repeated transactions could continue or even cease altogether (Sheth, 1998; Wilson, 1995).

**5. Committing resources –** Both partners provide resources to work towards the shared goals to assist in achieving mutual benefits. Partners need to appreciate what each other will contribute and how the contribution adds value to all the partners. Once the partners commit resources, they proceed to the relationship management stage (Cann, 1998; Evans & Laskin, 1994; Sheth, 1998; Wilson, 1995).

**6. Managing the relationship** – This requires the partners to allocate the resources to work together to achieve the mutual goals. Communication, trust, cooperation, satisfaction, shared-control, commitment to the relationship and a focus on quality are likely to be essential elements in effective management of successful relationships (Cann, 1998; Evans & Laskin, 1994; Sheth, 1998; Wilson, 1995).

**7. Relationship evaluation** – Formative evaluation needs to be addressed as part of an ongoing activity. A summative evaluation of the relationship's capacity to generate the mutual benefits should be conducted on a regular basis (usually as part of the annual budget process) for entering into the renegotiation phase and to keep the cycle progressing. There could also be scope through the process to move to the identification of new partners to expand the existing relationship or to commence new relationships (Evans & Laskin, 1994).

The relationship marketing cycle provides a series of steps to guide agencies as they develop their relationships. Unfortunately, there is little research to identify if and how agencies actually do progress in their relationships. Blois's (1999) study that investigated how RM was perceived in 20 firms, such as chemical, brewing, construction, and transportation companies, found that many marketing managers were not familiar with the formal concept of relationship marketing but they did have other words such as partnerships to describe the way they work with organisational customers. Not only was there a vague understanding of RM in the business-to-business sectors, but there was little understanding or quantification of the value of the relationships between organisations. Instead, there was a qualitative assessment of the value of entering into relationships with various organisations. The process outlined in Figure 3.5 appears to not be put into practice in any strategic way.

### 3.3.2 Education partnership

Although there was a substantial body of literature associated with RM and acknowledgement in this sector that it could be applied to the not-for-profit sector, there was very little research in RM that actually addressed issues related to not-for-profit relationships. The education sector provided insights as to how agencies work together to achieve complementary outcomes. Education partnerships provided useful information for this study because the relationships were more likely to be about

introducing improvements in services and outcomes for particular target groups rather than just trying to generate more successful outcomes of profit and increased business activity. The relationships in education were likely to include schools, businesses and community agencies to address a particular issue that was deemed to require attention in the community. This combination of different types of agencies with less emphasis on commercial outcomes had useful application to the understanding of the relationships between sport venues and sport associations.

Figure 3.6 illustrates how this discussion contributes to the understanding of the key constructs / issues for the management of relationships. This discussion of education partnerships reviews research that has investigated education relationships and provides a summary of how education partnerships have developed. A final synthesis of the process for the development of education partnerships based on the review of the literature is provided. This synthesis of the education development process will eventually be compared to the RM development process and the Health and Community Service Partnership development process in Section 3.3.4.

Figure 3.6 – Development of the key constructs / issues for managing relationships based on the literature from education partnerships
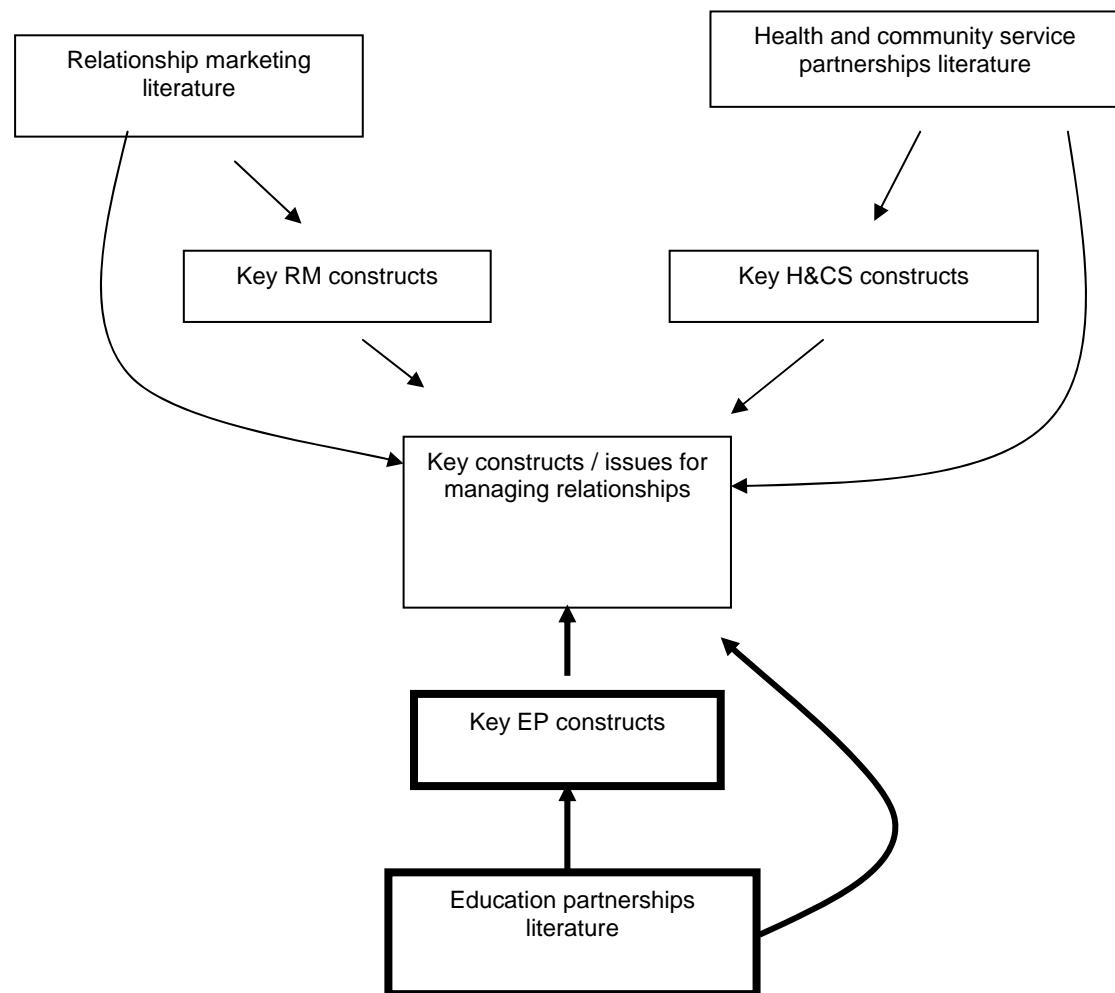
*3.3.2.1 Key research that has investigated education relationships*

A number of studies were reviewed that consider the management of education partnerships. These studies were selected because of their capacity to contribute to an understanding of how education partnerships develop and / or the identification of constructs that were likely to influence the development of an education partnership. The education partnership research does not have as much focus as RM on the key factors in the management of the relationships. Tushnet (1993) and Borthwick (1995) acknowledged that the study of educational partnerships was new and there was a need for research to understand and guide education relationship development. More recent research regarding education partnerships has discussed the relationships between higher education institutions and the communities in which they operate (Fisher, Fabricant & Simmons, 2004; Kearney & Candy, 2004; Mulroy, 2004) or the wider developments of community education connections (Dickson, et al. 2002).

Tushnet's (1993) research informed the investigations by Bodinger-de Uriate (1994) and Borthwick (1995) that set out to explicitly understand the nature of partnerships in the education setting. The understanding of the relationships often evolved as part of larger studies and reports regarding the nature of the partnerships. Cousins and Simons (1996), Saffu and Mamman (1999), and Mordaunt (1999) identified a range of factors that were likely to influence the success of relationships. Many of these factors were similar to those identified in the RM literature but there were unique contributions such as the role of outside funding (Borthwick, 1995; Fisher, et al. 2004; Mulroy, 2004; Saffu & Mamman, 1999); control (Saffu & Mamman, 1999; Cousins & Simon, 1996) and leadership (Mulroy, 2004; Tushnet 1993) to name just a few. These factors are discussed in some detail in Section 3.4.

The value of relationships in education was recognised as often being an essential element of service delivery. The capacity for projects to proceed was dependent on agency partners from different backgrounds joining together to address issues that were valued by each other. It was the nature of these relationships between the community perspective of the education partner and the more commercial business perspective that made education partnerships more unique. Dickson, et al. (2004) indicated that school-business partnerships were well established and part of the regular connection between businesses and schools.

Tushnet (1993) identified a significant initiative in 1989 by the U. S. Department of Education and the Office of Educational Research and Improvement to encourage educational partnerships as one of the starting points for relationship development in education. An outcome of the *Documentation and Evaluation of the Educational Partnerships Program* was the *Guide to the Development of Educational Partnerships* (Tushnet, 1993). Educational partnerships connected schools to community and social service agencies, cultural institutions, businesses, industry and higher education institutions for collaborative initiatives that benefit schools and the communities in which they existed. For the most part agencies involved in the development of these partnerships did so via a process of trial and error.  Successful education partnerships were difficult to establish and there was no formula for success but eight principles were identified that impacted on the educational partnership. This evaluation study indicated that successful partnerships needed to:

   i.     address real problems;

  ii.     take on many forms of partnership;

 iii.     build on conversations with all players that had an interest in the problem;

 iv.     communicate with participants and community after they were organised;

  v.     have leadership to build commitment and support for their activities;

 vi.     provide resources, particularly technical assistance, to those who were expected to take action in the partnership;

 vii.     engage in evaluation and adaptive planning; and

viii.     acknowledge and confront problems (Tushnet, 1993).


Tushnet (1993) indicated that relationship development went through a four-stage process. Initially, there needed to be a decision to commit to the idea of the relationship. This commitment required the allocation of time, energy and resources to the relationship. The commitment to the relationship indicated the value of pursuing a relationship as the best way to achieve the goals of the organisation. Secondly, the agencies involved in the relationship, needed to define the problem and understand how the relationship had the potential to solve the problem. Thirdly, the partners needed to establish a relationship strategy that would address the problem. The strategy must address both the steps to resolve the problem and to manage the relationship (Tushnet 1993). Finally, once the strategy to address the problem and the

relationship was determined this needed to be communicated to all those who should or could have an interest in being involved (Tushnet, 1993).

Bodinger-de Uriate (1994) based her analysis of partnerships on the Office of Educational Research and Improvement's Educational Partnership Program. Although the focus of this research was on understanding the relationships, there was little information regarding the factors that would guide relationship management. Instead there was an interactionist explanation of the relationships based on social contracts, such as a pluralistic conception of social structures and paternalism, and a hierarchical conception of social stratification. The partners operating in a social contract were more likely to establish coalitions and have better cooperation with the partners. The partners operating in a paternalistic structure were more likely to establish Primary partner / Limited partner relationships with expertise and status seen to be contributed by one of the partners. (Bodinger-de Uriate, 1994).

Bodinger-de-Uriate (1994) provided a conceptual framework to explain that relationships develop over time. The main steps in the conceptual framework fit into four stages. The first stage of relationship context is influenced by organisational relationships and innovation history. Secondly, the relationship initiation was influenced by motives, advocacy, capacity and resources. Thirdly, the relationship moved into the implementation stage that was influenced by organisational complexity, characteristics of the program, local characteristics and external factors. The fourth and final stage was institutionalisation that was influenced by the organisation budget, personnel, agency policy, program impacts and political considerations (Bodinger-de-Uriate 1994). Unfortunately, the conceptual framework was not explained or analysed.

Borthwick's (1995) study provided a more focused approach that contributed to creating a knowledge base about how to establish and manage effective relationships. The case study involved a large urban school district, a state university and a large corporation. Analysis of the relationships identified five domains and 13 categories for understanding the relationships. The first domain of 'focus' required the relationship to have long-range goals or a joint vision in a relevant context for each of the partners with outcomes related to the goals and overall vision. The second domain of 'members' expected the relationship to have diverse partners with complementary skills; commitment from both senior management and the individuals involved from each agency; and all the relevant staff needed to understand their roles

and responsibilities as well as actively participate in the relationship project. The third domain of 'needs and resources' identified the requirement of the partners to contribute financially to the project and assist in seeking additional funds as well as share information and expertise that would be relevant to the development of the partnership project. The fourth domain of 'interactions' expected the partners to communicate effectively; be involved in shared decision-making that would evolve over time; have a peer-to-peer group dynamic approach to operations rather than a more traditional pyramid approach to operations; and actively inquire into the relationship processes to understand its development. The last domain of 'stages' recognised the need for the relationship to acknowledge it would go through the stages of i) development, ii) stabilisation and iii) institutionalisation. The domains provided a context for where a range of factors would have an influence.

Mordaunt (1999) explored the term partnership from a range of sectors with a particular interest in the field of special education needs. Mordaunt was one of the few authors who recognised the wider perspective of where relationships were being developed. In particular, Mordaunt recognised that inequality was common to all relationships. Parents were seen as being weaker partners in the special education needs setting but this did not preclude parents from being effective. The most significant aspect of a successful relationship was to recognise the unique contribution each partner brought to a relationship. The involvement of all participants was reinforced by Kearney and Candy (2004) where processes for involving all potential partners was identified as being part of a successful relationship.

Cousins and Simon (1996), and Saffu and Mamman (1999) provided insights to how agencies work together in education sectors. Cousins and Simon investigated a group of partnerships based on an education-funding program that required a partnership to be established as part of the funding requirements. Saffu and Mamman investigated 22 Australian Universities' development of strategic alliances to develop international programs. The relationship development was identified as going through the three stages of initiation, negotiation and implementation (Saffu & Mamman 1999). Both studies provided some useful insights as to what makes the relationships successful but they provided only limited explanations and insights to how these factors could be managed.

Mulroy (2004) used two case studies based on university projects that were engaged with non-profit community organisations. This study found that a dispersed

model with a variety of independently developed projects and a coordinated model with structured and focused projects were both able to provide meaningful outcomes with their community partners.

*3.3.3.2 Development process for education partnerships*

Four of the studies discussed above were used to develop a synthesis of the development process for education partnerships. Because these studies did not specifically set out to investigate the relationship development process, this synthesis of the process is conceptual and has not been formally investigated. A seven-stage model is presented to explain the steps of how education partnerships may develop. Figure 3.7 illustrates these seven stages.

Figure 3.7 Process for the development of education partnerships
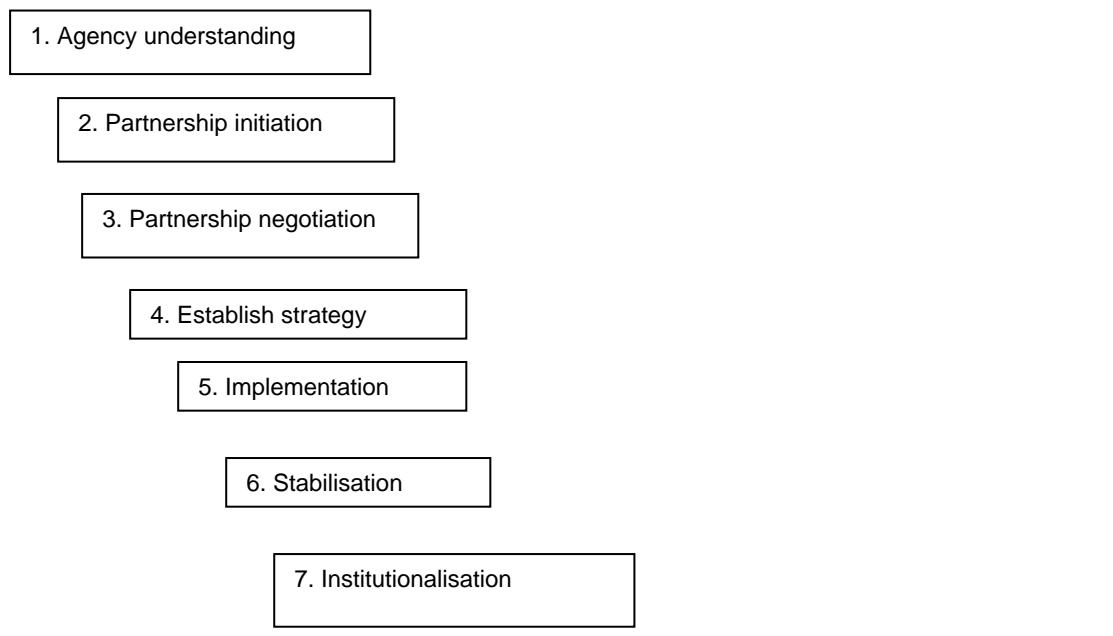


**1. Agency understanding** – Tushnet's (1993) first stage of determination of context and Bodinger-de-Uriate's (1994) first step of relationship context were combined to become the step of agency understanding. The agency that may be considering involvement in a relationship needs to reflect on its own understanding of its resources, relationships, past experience and determine if a partnership development is an option worth committing resources to achieve its goals (Bodinger-de-Uriate 1994, Tushnet 1993). Tushnet indicated that this stage was achieved by entering into conversations with others to explore these possibilities.

**2. Partnership initiation** – Partnership initiation was based on Borthwick's (1995) development stage, Bodinger-de-Uriate's (1994) and Saffu and Mamman's (1999) initiation stage, and Tushnet's (1993) problem definition stage. Saffu and Mamman, and Borthwick identified this as one of the stages of relationship development but did not provide any explanation of what this stage entails. Bodinger-de-Uriate indicated that this stage would be influenced by motives, advocacy, capacity and resources. Tushnet's problem definition stage was likely to be an important consideration at this point of relationship development.

**3. Partnership negotiation** – The third stage of partnership negotiation was based on Saffu and Mamman's (1999) alliance negotiation. They identified this as one of the stages of relationship development without any explanation of what happened. This stage was likely to entail partners engaging in dialogue to determine if the relationship was worth pursuing for their own organisation goals as well as addressing the problem that was defined in the previous stage.

**4. Establish strategy** – Tushnet (1993) identified this as the stage where the partners determined the steps necessary to address the problem with a particular focus on their goals. It was also important for the relationship to understand the potential partnership structure based on the three options of primary / limited partner, coalition or collaboration. The primary / limited partnership type was similar to a consultant client arrangement where one agency's expertise was contracted to provide a particular service. The coalition partnership involved a division of labour among organisations based on an equal status with each partner contributing the skills that they have to offer. The third partnership structure was collaboration, which also involved a division of labour amongst equal partners but the decision-making was shared continuously among the partners. Partnerships based on the collaboration structure were more likely to generate a successful partnership (Bodinger-de-Uriate 1994, and Tushnet 1993).

**5. Implementation** – Implementation was a stage that was shared by Bodinger-de-Uriate (1994) and Saffu and Mamman (1999). Implementation also included Tushnet's (1993) stage of strategy communication because this was part of the implementation. In this stage, the strategy was put into practice and steps were taken

to address the problem that needed attention. The partnership was implemented at this point of the development (Bodinger-de-Uriate 1994, Borthwick 1995). An important step in the relationship development was to communicate the agreement among the partners to those who should or could be interested (Tushnet, 1993). This would be considered part of the implementation stage in order to include others to address the problem as well as contribute to the partnership. Bodinger-de-Uriate (1994) suggested that this stage of the relationship development was likely to be influenced by organisational complexity, characteristics of the program, local community characteristics and external factors.

**6. Stabilisation** – Borthwick (1995) identified stabilisation as one of the stages that was expected to evolve over time but did not provide any explanation of what this stage included. It is likely that stabilisation related to the delivery of the program to address the problem that has been identified and the management of the relationship to support the delivery of the program.

**7. Institutionalisation** – The final stage was based on Bodinger-de-Uriate (1994) and Borthwick (1995) who have a step of institutionalisation. Although they both identified this stage in the process they provided little explanation of what happened in this final stage. It was likely, that at this stage the relationship became established and was seen as part of the regular operations of the partnership so it was able to continue to address agreed issues and problems. Bodinger-de-Uriate (1994) did indicate that this stage was likely to be influenced by organisation budget, personnel and policy, program impacts and political considerations.

This seven-stage conceptual process evolved over time but there was little evidence to indicate if and how this process actually progressed. Unfortunately, no research has been found to identify if, and how education institutions and their partners progress in their relationships. Education partnerships that decide to address a particular community issue or problem may be guided by these seven stages but there was no direct evidence to determine if these stages were put into practice in any strategic manner. The studies that have investigated the agencies involved in education partnerships have identified a range of factors that influence the success of the relationship but no research has been found that specifically investigated the steps

of the education partnership. There would be merit to determine how agencies involved in education partnerships did manage their collaboration in the relationship's development but that is beyond the scope of the current study. However, the conceptual framework for how the relationship develops does assist to understand how different constructs may influence the partnership.

### *3.3.3 Health and community service partnerships*

The health and community services sector provided a third perspective based on relationships between community based agencies, such as health, recreation and welfare organisations, and in other instances between businesses and community groups (Andereck, 1997; Birch, 1999; Crompton, 1998; Fawcett, et al. 1995; Glendinning, et al. 2002; Glover, 1999; Kanter, 1999; Kunstler, 1997; Lasker, Weiss & Miller, 2001; Meads, et al. 1999; Selin & Chavez, 1994; Selin & Myers, 1995; Uhlik, 1995; Waddock & Bannister, 1991; Walker, 2000). These relationships provided a focus on agencies working together in the provision of health, community or welfare services to the wider community. Health and community service partnerships were based on agencies working together to address the needs of particular target groups. These needs usually fit within the realm of community good and the relationships were expected to contribute to the social capital of the community. Social capital has been identified as the features in the social organisation of the community such as trust, norms and networks in order to facilitate coordinated actions to improve the efficiency of society (Putnam, 1995). This could be seen as a similar arrangement to how not-for-profit sport associations may have a positive impact by encouraging increased sport participation and develop communities (Hoye, et al. 2006).

The development of partnerships by New Labour in the United Kingdom (UK) warrants particular attention because partnerships were such a key initiative in the development of services (Glendinning, et al. 2002). Partnerships were developed as part of education, health, employment and other community initiatives (Dickson et al. 2002). A unique feature of the New Labour partnerships was the legislated requirement that in some instances made partnerships compulsory (Powell & Glendinning, 2002).

The research into relationships from the health and community service sector provided a wide range of insights that were particularly applicable to the relationships

between sport associations and sport venues. Often the nature of the relationships in the health and community service sectors was focused on specific projects to draw the partners together rather than on an ongoing relationship that was mutually beneficial and more closely aligned with the commercial sector.

The value of partnerships in health and community services was recognised as often being an essential element of service delivery. The capacity for projects to proceed was often dependent on agency partners from different backgrounds joining together to address issues that were valued by each other. Without a relationship being formed, some projects would not be able to proceed (Nutbeam, 1998; Reardon, 1999; Roe, Guiness & Raftery, 1999; Smyth & Drelsma, 1998; Waddock & Bannister, 1991; Walker 2000). This essential element may be similar to some of the arrangements experienced in the sport industry because of the dependence that sport associations have for other agencies (usually government) to provide venues for their activities.

Figure 3.8 illustrates how this discussion contributes to the understanding of the relationship development process and the understanding of the key constructs / issues for the management of relationships. This section reviews sectors for the development of health and community service partnerships and provides an explanation of the processes for the development of partnerships. A synthesised model of partnership development in the health and community service sector will be provided as an outcome to the discussion.

Figure 3.8 – Development of the key constructs / issues for managing relationships based on the health and community service partnership literature
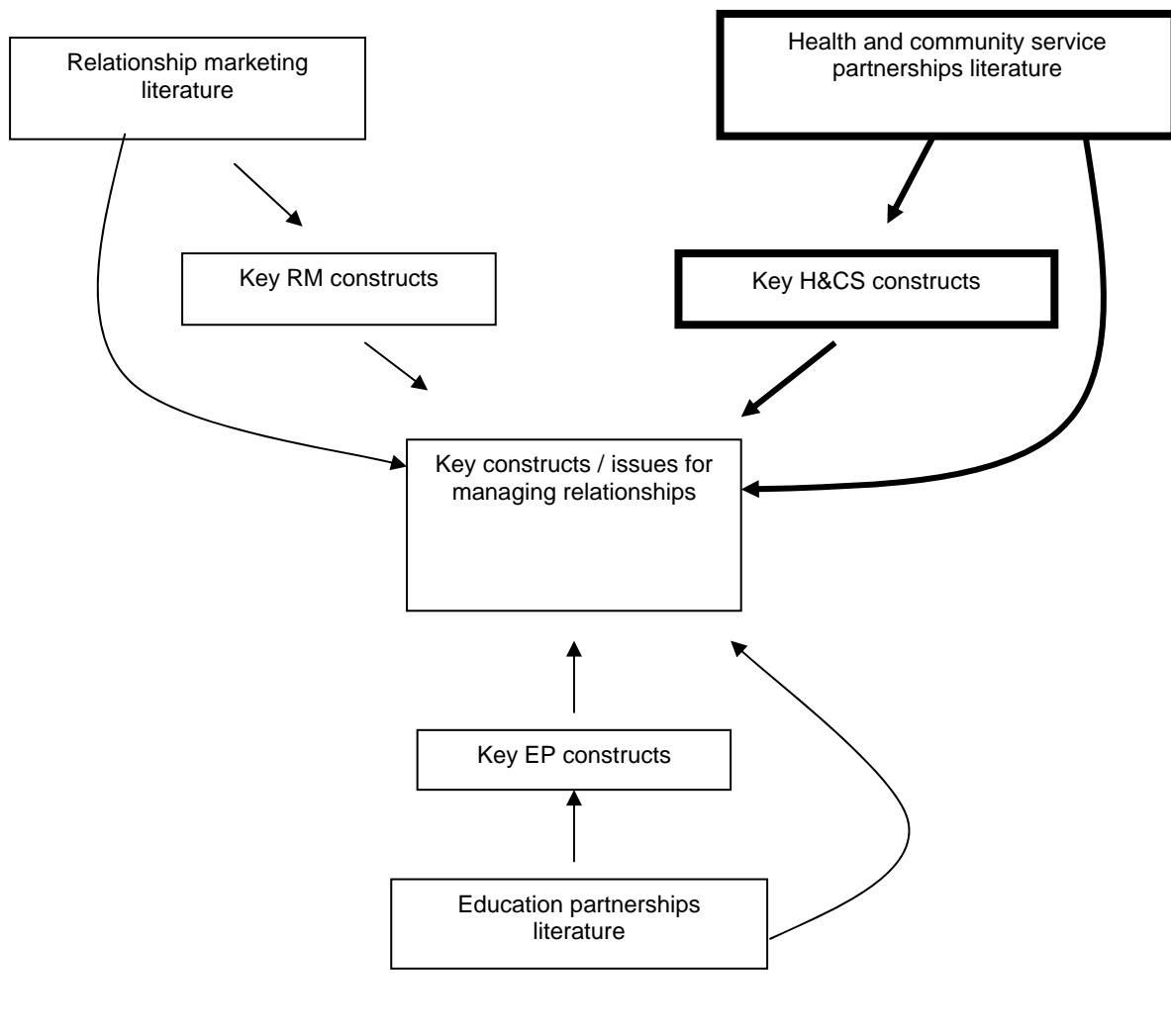


*3.3.4.1 Settings for the development of partnerships*

The nature of the development of partnerships in the health and community service sector was more altruistic and focused on a community good. Waddock and Bannister (1991) referred to social partnerships, and Kunstler (1997) and Glover (1999) referred to them as public – public partnerships where agencies joined together to address a social issue. Commercial outcomes were not expected. Powell and Glendinning (2002) discussed the UK's New Labour initiatives as moving from a contract culture to a partnership culture based on a 'Third Way'. Within the health and community sector, there also were a number of initiatives that did address a social need with commercial outcomes (Crompton, 1998; Kanter, 1999; Selin & Chavez, 1994). In these sectors there was acknowledgement of the potential for public – public partnerships, two or more government / community agencies, and public – business

partnerships, government / community groups and business, working together to address a social need and to generate commercially attractive outcomes.

There were a number of studies that look specifically at how relationships should be developed in the health and community service sector. Fawcett, et al. (1995), Glover (1999),  Hudson and Hardy (2002), Kunstler (1997), Smyth and Drelsma (1998), Uhlik, (1995), and Walker (2000) all provided steps for the development of relationships. These seven sources have been chosen to inform this study because they provide specific commentary regarding the development of the relationship, whereas the other health and community service references did not provide sufficient level of commentary on the relationship process.

*3.3.4.2 Health and community service model of partnership development*

The synthesis of the stages that were common in the development of health and community service partnerships includes seven stages. Although the process for the development of a relationship was not the only focus for some of this literature, it does provide some useful insights as to how relationships develop in the health and community service sector. There were some unique features from single sources and there were other steps that were included by several authors. There were no stages in this synthesised model that were common to all the sources. Figure 3.9 illustrates this model. The seven stages that synthesise the development of relationships does not clearly differentiate the steps for moving forward but only identifies seven stages that a relationship will progress through if it was able to successfully work together to address a problem that was shared by collaborating agencies.

**1. Educating self and others –** A prerequisite stage was identified by Uhlik (1995) where the agency to enter into the partnership needed to educate members of its own agency as well as others with whom it would work. A focus on self-education and potential partners needed to be explored and understood to make the investment in the partnership effective. Hudson and Hardy (2002) referred to this stage as acknowledgement of the need for a partnership.

Figure 3.9 Stages of the health and community service partnership development

```
┌─────────────────────────────────┐
│ 1. Educating self and others    │
└─────────────────────────────────┘
    ┌─────────────────────────────────┐
    │ 2. Identify issue, problem or need │
    └─────────────────────────────────┘
        ┌─────────────────────────────┐
        │ 3. Partner selection         │
        └─────────────────────────────┘
            ┌─────────────────────────────┐
            │ 4. Collaborative planning    │
            └─────────────────────────────┘
                ┌─────────────────────────────┐
                │ 5. Program delivery / action │
                └─────────────────────────────┘
                    ┌─────────────────────────────┐
                    │ 6. Maintenance / monitoring  │
                    └─────────────────────────────┘
                        ┌─────────────────────────┐
                        │ 7. Next action           │
                        └─────────────────────────┘
```
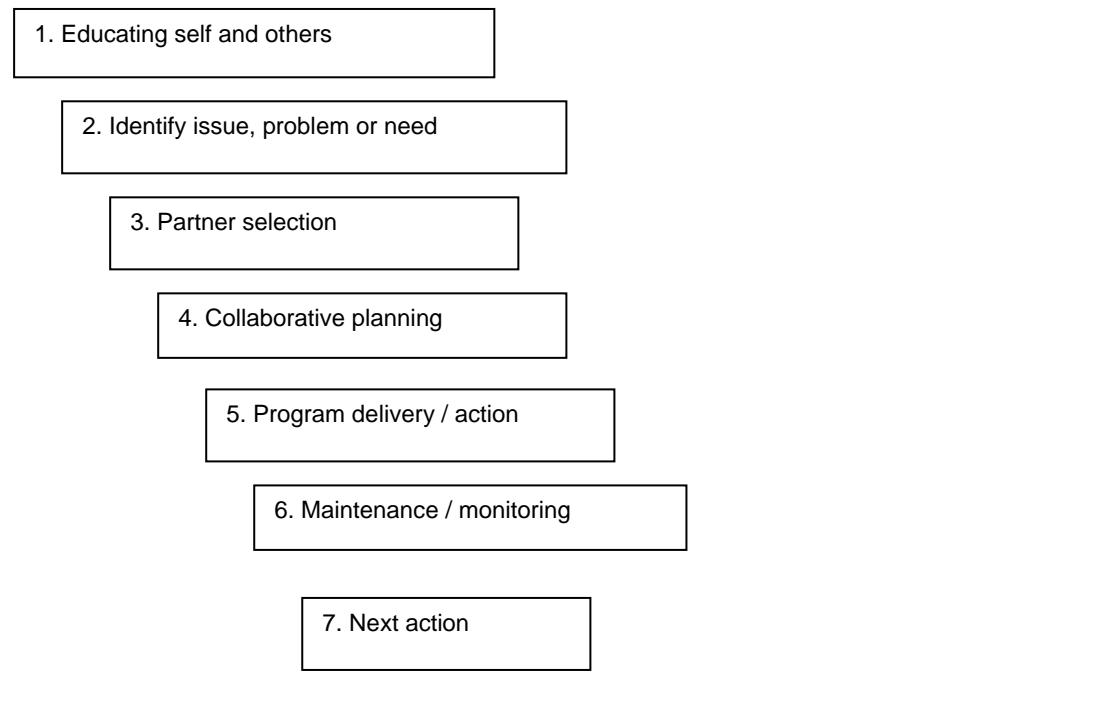
**2. Identify issue, problem, or need** – The identification of an issue, problem, partnership purpose and the needs of the agency was discussed by Fawcett, et al. (1995), Hudson and Hardy (2002), Kunstler (1997), Uhlik (1995) and Walker (2000). An underlying issue in the partnership development process was the expectation that a particular need, problem or issue required attention. Within the health and community service sector this issue, problem or need usually related to a population group in the community that was disadvantaged in some way. The issue, problem, partnership purpose or need acted as a catalyst for the development of the partnership (Fawcett, et al. 1995; Kunstler, 1997; Uhlik, 1995; Walker, 2000).

**3. Partner selection** – Partner selection provided a stage where once the need had been adequately defined the agency sought to involve appropriate partners to work with them (Glover, 1999; Uhlik, 1995; Walker, 2000). Glover indicated that the partner selection should be based on geographic proximity, a familiarity with each other's resources and the sharing of a common mission. Uhlik identified the need for partner selection at two stages in his model. Initially, the education of self and others included the potential partners but greater emphasis on this process was included at this stage where Uhlik explained the need to understand prospective partners' needs and resource requirements and how that related to the needs identified at stage two.

Walker indicated the need to identify potential stakeholders with appropriate legitimacy to address the issue and how they had resources to contribute to the issue or problem.

**4. Collaborative planning -** Collaborative planning was a key step in the process where the partners engaged in the process of agreeing on how the issue, problem or need would be addressed in a collaborative manner (Fawcett, et al., 1995; Glover, 1995; Smyth & Drelsma, 1998; Uhlik, 1995; Walker, 2000). Hudson and Hardy (2002) identified the principle of establishing partnership arrangements that related to this stage of collaborative planning. Only Kunstler (1997) did not mention the need for the program design to be collaborative in this approach. Recognition of each potential partners' capacity to contribute to change the community setting, or to address the need or issue was instrumental for the partnership to be established. There needed to be agreed parameters for the management of the relationship as well as the program or action to address the community need / issue. Equitable collaboration in the planning of the project appeared to be a key in the establishment of the partnership (Fawcett, et al. 1995; Glover, 1999; Smyth & Drelsma, 1998; Uhlik, 1995; Walker, 2000).

**5. Program delivery / action –** Once the collaborative planning had been completed, the program of action needed to be implemented (Fawcett, et al. 1995; Kunstler, 1997; Walker, 2000). Key features of this stage included community changes based on new or adapted programs, policies or practices (Fawcett, et al. 1995), good communication and generation of mutual benefits (Kunstler, 1997), dealing with agencies' own constituents, additional building of support for the project, and institutionalising the agreements (Walker, 2000). Hudson and Hardy (2002) identified commitment, ownership and trust at key features of the program delivery.

**6. Maintenance / monitoring –** The monitoring and maintenance of the program needed to be done in a collaborative manner so all partners were aware of how the program was progressing and meeting its objectives (Fawcett, et al., 1995; Glover, 1999; Hudson & Hardy, 2002; Smyth & Drelsma, 1998; Walker 2000). Glover, in particular, identified the need for the project to be maintained. The partners needed to be willing to share resources and monitor the outcomes of the project. Smyth and

Drelsma indicated that the lines of responsibility and accountability were important in the project's capacity to address the initial problem, issue or need. Walker and Fawcett, et al. referred to the potential of the partnership and the programs it generated to become institutionalised and each agency to comply with their role in the partnership.

**7. Next action –** Only Fawcett, et al. (1995) included a step post project completion that included moving on to the next action to either continue addressing the initial issue or to work together to address issues common to each other. A key to this step was the capacity to respond to new issues and conditions.

This seven-stage model incorporates a series of steps to guide agencies in the development of their partnerships. Only Walker (2000) recognised that this process of collaboration developed over time and the real work of collaboration was the negotiation that occurred at any of the stages of the relationship's development. Only Hudson and Hardy (2002) indicate that their six partnership principles had been field-tested and validated as an effective process. Agencies that decide to address a particular community issue or problem may be guided by these seven stages but there is only limited evidence to verify that these stages were put into practice in a strategic manner.

*3.3.4 A synthesised model of relationship development*

The models based on the explanation of the relationship marketing process, the education partnership development, and the health and community service partnership development provided guidance regarding how collaboration evolves in these discrete areas. The purpose of this section is to present a synthesis of the three models presented as the Relationship Development Cycle (Figure 3.5), Process for the Development of Education Partnerships (Figure 3.7) and the Stages of the Health and Community Service Partnership Development (Figure 3.9). This final synthesised model will be used to guide the explanation of the various constructs that influence the development of the relationships in Section 3.4

Figure 3.10 provides an overview of the seven stages that a relationship is likely to follow as it evolves from an agency's understanding of itself to the final stage where the relationship is evaluated and the future of the relationship is

determined. As the Relationship Development Process evolves there are a number of decisions regarding how the relationship proceeds. These decision options and the potential progress through the model are included in Figure 3.10.

Figure 3.10 – Relationship development process
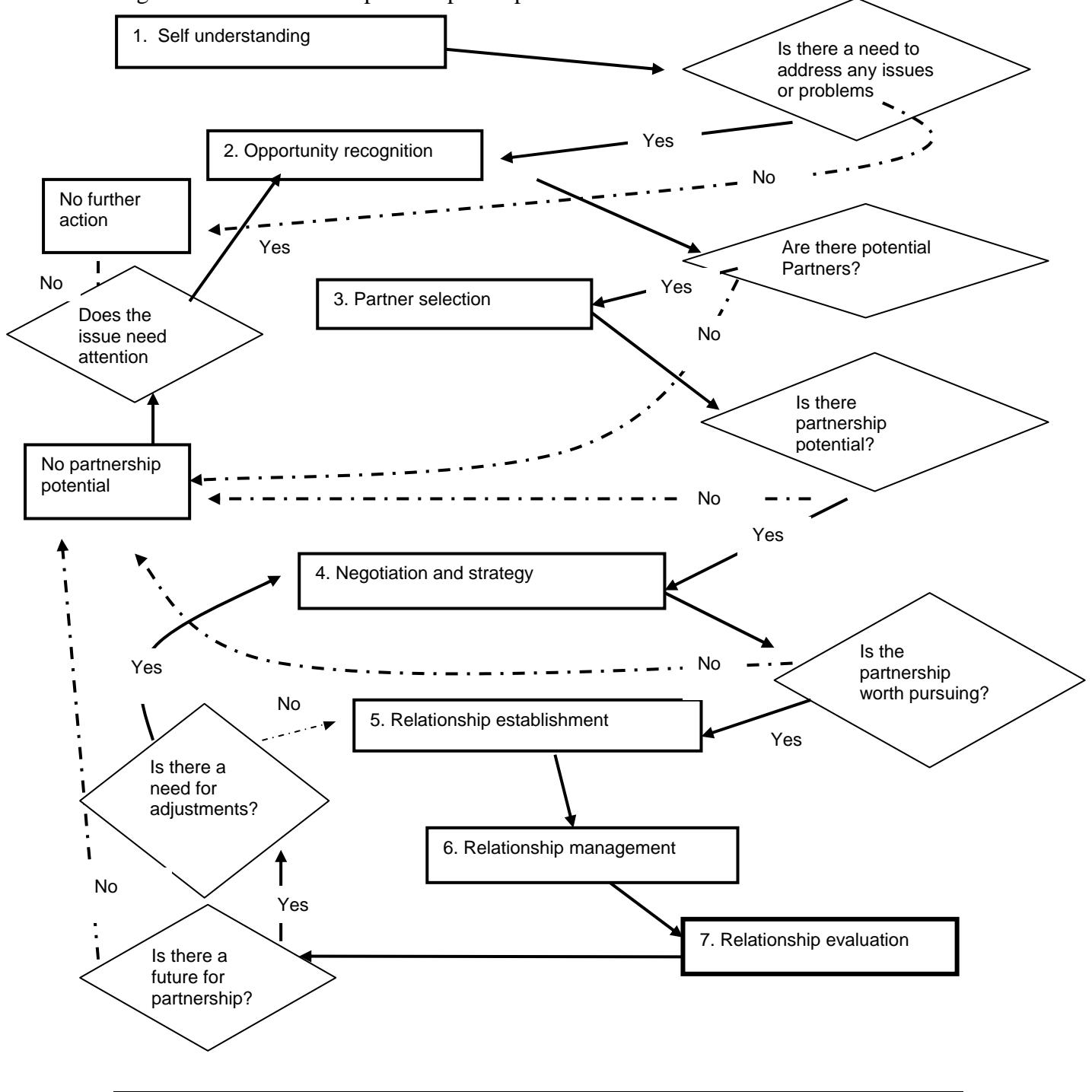
**1. Self understanding** – All three of the previous models indicated a need for the agency to understand what it wanted to achieve and the resources they had to allocate to their operations. This self understanding led to a decision regarding whether there was a need to address any issues or problems (Bodinger-de Uriate, 1994; Cann, 1998; Evans & Laskin, 1994; Hudson & Hardy, 2002; Sheth, 1998; Tushnet, 1993; Uhlik, 1995; Wilson, 1995). Sport associations and sport venues would be expected to have a clear understanding of their goals and current resources to achieve their goals.

**2. Opportunity recognition** – If there was a need to address any issues or problems then the agency may adopt a strategy to pursue a partnership. In the relationship marketing context this may only be simple transactions as a starting point (Fontenot & Wilson, 1998; Sheth, 1998; Wilson, 1995). Within the Education partnership development and the health and community service partnership the focus was more likely to be on a particular problem or issue that needed attention (Fawcett, et al. 1995; Hudson & Hardy, 2002; Kunstler, 1997; Tushnet, 1993; Uhlik, 1995; Walker, 2000). This stage has been called 'opportunity recognition' because whether it was based on a problem, issue or some ongoing transactions there was a need for the agencies involved to acknowledge that there was something that warranted further attention and the potential for a relationship to address the opportunity. The decision that was required after the recognition of the opportunity included whether any potential partners existed to become involved with the opportunity.

Sport venues and associations would need to recognise whether an opportunity to work with each other would assist them to achieve their goals or to address a particular issue. It would be expected that they would have ongoing transactions based on at least hire arrangements so they may be able to recognise that there is scope to operate at a more strategic level through collaboration.

**3. Partner selection** – Borthwick (1995) and Saffu and Mamman (1999) acknowledged the need for partner initiation to commence as the second point of the education development process but this is included with the partner selection stage because of the active effort that was put into identifying potential partners. Partner selection needed to be based on the potential for the partners to add value through a relationship and they have appropriate resources to contribute to the relationship.

They must also be legitimate stakeholders to make a meaningful contribution to the relationship's development (Bodinger-de Uriate, 1994; Sheth, 1998; Uhlik, 1995; Walker, 2000; Wilson, 1995). The decision that emanates from this stage was whether there was partnership potential. If yes, then the next stage was pursued. If no partnership potential was acknowledged, then the agency either needed to take no further action regarding the development of the relationship or the issue needed to be addressed in other ways.

Sport venues and associations would often be natural partners in the delivery of their programs and services. Provided that they both had complementary goals and recognised the potential to build each other's business there should be a capacity to explore options for working more closely together.

**4. Negotiation and strategy –** The potential partners needed to be involved in dialogue to understand each other's needs and determine how they could work together to achieve mutual goals. The strategy needed to provide a direction for how the relationship would address the opportunity identified earlier as well as have a strategy for how the relationship would be managed. Sheth (1998) and Wilson (1995) indicated that the emphasis was on dialogue and other communication to negotiate and move forward in joint developments. A key feature from the health and community service sector was the emphasis on collaborative planning where there was recognition of each partners' capacity to contribute, as well as agreement on how to address the particular opportunity that required action (Fawcett, et al. 1995; Glover, 1999; Kearney & Candy, 2004; Smyth & Drelsma, 1998; Uhlik, 1995; Walker, 2000). The negotiations and associated strategy would determine if the relationship was worth pursuing. If the decision was yes, then the partnership would become established.

The negotiation and strategy development between sport venues and sport associations would probably occur in the context of collaborative planning. The professional nature of sport venue management and the volunteer based sport association management may provide some challenges to the development of collaborative planning. The associations and venues would need to engage in a

dialogue that enabled them to determine a joint strategy for how their relationship could proceed.

**5. Relationship establishment –** This stage of the process drew on the experience of relationship marketing where there was a commitment of resources to establish the relationship (Cann, 1998; Evans & Laskin, 1994; Sheth, 1998; Wilson, 1995). This was complemented by the implementation stage from education (Bodinger-de-Uriate, 1994; Borthwick, 1995; Tushnet, 1993), and program delivery / action from health and community services (Fawcett, et al., 1995; Hudson & Hardy, 2002; Kunstler, 1997; Tushnet, 1993; Walker, 2000). The decision to establish the relationship at either a formal or informal level with the commitment of resources to put plans into action was the stage of where the opportunity was addressed.

The relationship establishment between sport venues and sport associations could take place at a number of levels. At a basic level they may enter into a formal tenant-landlord relationship that provided an arrangement where they recognised how they wanted to work together. At more advanced levels the sport venue and sport association could establish a relationship in which they agree to work more collaboratively and are engaged in ongoing developments that meet both their goals.

**6. Relationship management –** Once the strategies to address the opportunity were put into place it was important for the partners to manage the relationship. Within the education setting Borthwick (1995) identified the stabilisation of the partnership without any explanation of what this may include. Within relationship marketing, and health and community services the relationship management required the allocation of resources and commitment to work together to achieve the mutual goals and monitor the outcomes that the relationship was expected to generate (Cann, 1998; Evans & Laskin, 1994; Glover, 1999; Hudson & Hardy, 2002; Sheth, 1998; Wilson, 1995). Both, Fawcett, et al. (1995) and Walker (2000) refer to the potential of the partnership to become institutionalised where each agency complied with their role in the relationship.

The sport venues and sport associations would need to recognise that the relationship required a commitment of resources to achieve their goals as well as to allocate

resources to manage the relationship. The relationship management stage would require them to monitor whether their collaboration's outcomes and to monitor how well the relationship was being managed.

**7. Relationship evaluation** – The final stage of the relationship required the partners to review the relationship to determine if the partnership was worth continuing. The future of the relationship needed to be reviewed to determine if adjustments needed to be made or if the relationship had any potential (Evans & Laskin, 1994). There may be new issues or conditions that would influence how the relationship proceeded in which case the potential for the relationship was assessed and future directions determined (Fawcett, et al. 1995). The decisions in the relationship evaluation may lead to the dissolution of the relationship, further negotiation and strategy development, no further action, or the recognition of other opportunities that led to another commitment to pursue new partnerships.

Sport venues and sport associations that operated at a tenant-landlord relationship may formally evaluate their relationship on an annual contract basis. The sport venues and sport associations operating at a more collaborative level would be evaluating the relationship on a continual level but there would also be a need to have some formal steps that were part of an overall evaluation.

This section has provided an explanation of how relationships have been investigated from the relationship marketing, education partnerships, and health and community service partnership sectors. Although there was substantial overlap in these three discrete areas, there was little research that drew on this range of literature to provide a synthesis of how relationships could be understood and developed. Only Mordaunt (1999), from education, and Walker (2000), from health and community services, acknowledged the breadth of how relationships could be examined and understood. The synthesised model of relationship development process (Figure 3.10) provided an overview of a process of how relationships may evolve.

This proposed relationship development process provided a framework for how agencies may work together. In order to understand how sport venues and sport associations manage their relationships it is important to provide a framework for how the relationships may develop. Although it is not the intention of this study to

investigate if this process was followed, the framework provides a stage in the overall understanding of the nature of the relationships between sport associations and sport venues. The framework is contextualised into the research problem in chapter four. The other value of this framework is to provide a context for the range of constructs that were likely to influence a relationship that will allow the constructs to be understood. Section 3.4 provides the discussion of what constructs may influence the development of the relationship. It is the development of an understanding of these constructs that is a fundamental focus for this study.

### 3.4 Constructs that influence the relationship

The proposed model, based on a synthesis of the literature from relationship marketing, education partnerships, and health and community service partnerships, presents seven steps starting with self understanding and progressing through to relationship evaluation. This proposed model provides a context to explain the range of constructs that are likely to influence the relationships. It is an understanding of the constructs that has been used to explain the factors that influenced the relationships between sport venues and sport associations.

Fontenot and Wilson's (1997) research was a catalyst for much of the current study. A particular focus for their research was to introduce the relevant theoretical constructs that influenced the development of relationships based on four studies that investigated elements of relationship development. Their review of the four studies identified 17 constructs that impacted on long-term buyer-seller relationships. Given the focus on the buyer-seller relationships, their study does not include information drawn from areas beyond the business literature to include research from other sectors such as education or health and community services.

A number of other studies have also identified constructs or variables that were likely to influence the relationship development. Within the area of relationship marketing Wetzels, et al. (1998) and Wilson (1995) specifically set out to identify the variables that were likely to influence the development of relationships. In the analysis of education partnerships there has not been as much research into the variables that influence the development of relationships but Borthwick (1995), Fisher, et al. (2004), Kearney & Candy (2004), Mulroy (2004) and Tushnet (1993) identified a number of key variables that needed to be managed in order to develop a successful relationship. Within the health and community service literature a series of

complementary studies identified a range of constructs (or variables) that influenced relationships. Waddock and Bannister (1991) identified 13 dimensions that were likely to impact on the satisfaction with a relationship and the effectiveness of a relationship. Waddock and Bannister's (1991) study was used to inform Selin and Chavez's (1994) and Selin and Myer's (1995) analyses of partnership effectiveness. In particular, Selin and Chavez (1994) informed the research by Andereck (1997) that investigated the effectiveness and constraints in multi-agency partnerships. These specific studies are complemented by other research, particularly some of the analysis of the New Labour Partnerships (Glendinning, et al. 2002), that identified variables that were likely to impact on the development of relationships. Although these complementary studies did not have a primary focus on the identification of constructs that impact on relationships they did identify a number of variables that either assist or hinder the development of relationships.

Wilson (1995) provided an integrated model that positioned relationship constructs with the conceptual process of relationship development. This model suggested that many of the constructs were active at different stages of the relationship development and latent in other stages. Wilson's model was a primary catalyst for the current presentation of information regarding the development of the constructs in the relationship development process. Although the relationship development process provided more steps than Wilson's model, his five stages of partner selection, defining purpose, setting relationship boundaries, creating relationship value, and relationship maintenance were integrated in the model presented here.

The overall purpose of this section is to draw on the literature from relationship marketing, education partnerships, and health and community service partnerships to identify the various constructs that influence the development of relationships. Detailed discussion of each construct is provided as well as illustrations of how they fit within the relationship development process. The understanding of the constructs that influence relationships contributes to the overall research problem by identifying the factors that underpin the relationships. The review of literature in this section provides fundamental information that is explored in the study to identify what sport associations and sport venues need to manage for them to work more collaboratively and better serve the sporting needs of the communities in which they operate.

There are three approaches that are used to present the information regarding the constructs. Initially the constructs are presented in the context of the relationship development process. Figure 3.11 illustrates where the various constructs are most prominent in the relationship development process. The detailed discussion of each of these constructs will be presented in the context of this process and a definition based on the range of relevant literature will be determined. Secondly, Figure 3.12 provides an illustration of the 27 constructs in the context of the relationship development process. This model illustrates where the influence of the construct originates and how the influence may impact throughout the relationship development process. The final synthesis of the full range of constructs is presented in Table 3.1. This list of constructs was used to explore their relevance in the qualitative study that investigated the application of these constructs in the various sectors and the appropriateness of the definitions based on the literature. The presentation of the constructs via these three approaches provides a thorough review and builds a base upon which their application in the sport industry can be adequately explored.

Figure 3.11 illustrates the 27 constructs in the context of the relationship development process. The model developed in Section 3.3 presents seven stages to illustrate how the relationship process may evolve. It is not suggested that each of these constructs only has an impact at this stage of the process. Rather, it was at each of these stages that the construct was likely to have its primary impact or it first comes into play. Subsequent discussion covers how the individual constructs are likely to impact in the overall relationship development process.

Figure 3.11 – Relationship development process with constructs' influence
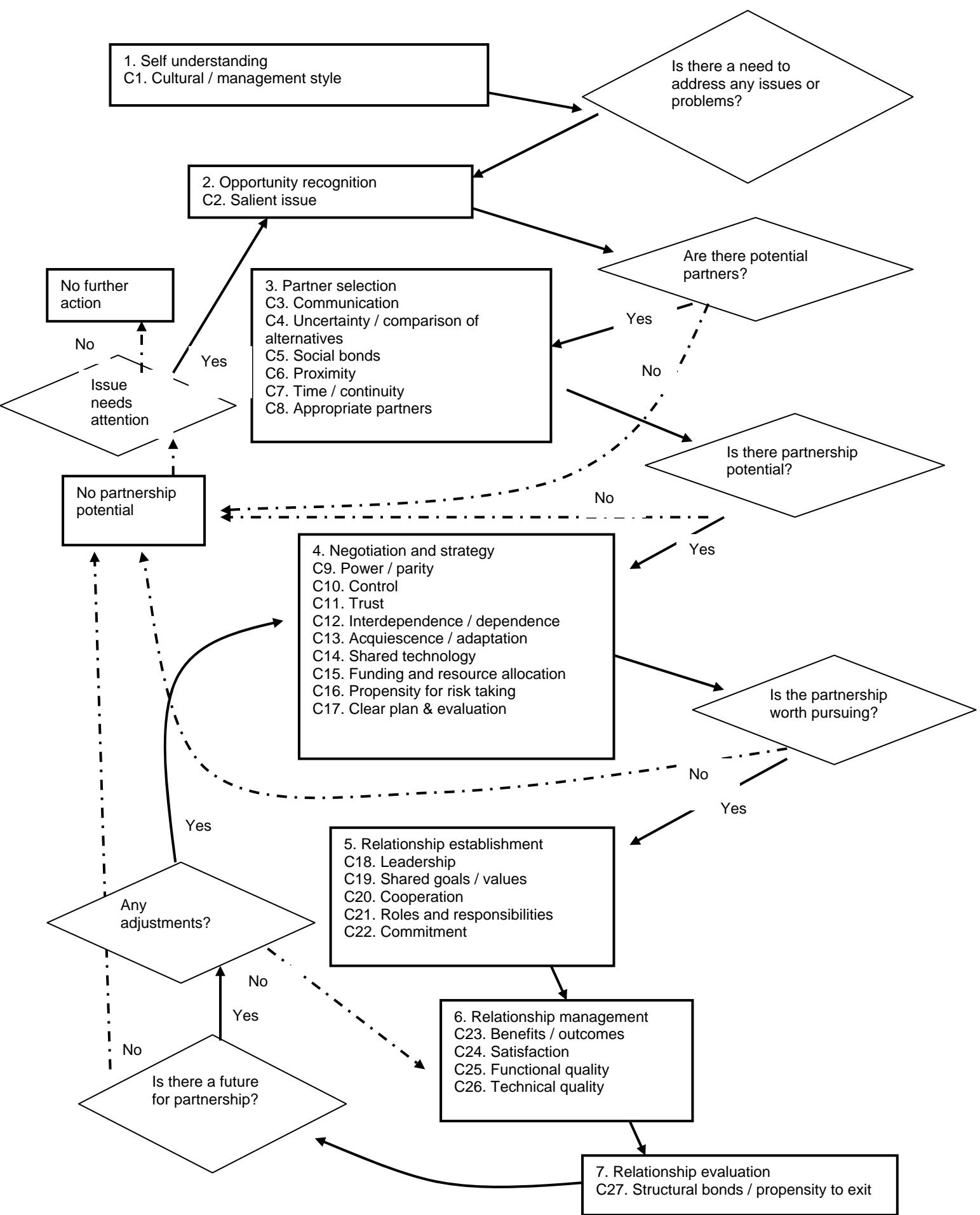
*3.4.1 Self understanding*

| |
|---|
| 1. Self understanding |
| C1. Cultural / management style |

The first stage of self understanding relates to the agency appreciating what it wants to achieve and the resources that can be allocated to its operations. The construct that is likely to influence this stage of the development process was cultural / management style.

*3.4.1.1 Cultural / management style*

Cultural / Management Style describes how agencies operate and the principles that they follow in making decisions and managing their operations. Within the education partnerships there is a tendency for agencies that have less complementary agency cultures. For example, schools and businesses may join together to achieve particular outcomes. Agencies that do not make efforts to understand the differences in management styles and agency culture were not able to build a strong relationship (Andereck, 1997; Borthwick, 1995; Cousins & Simon, 1996; Glover, 1999; Saffu & Mamman, 1999; Selin & Chavez, 1994).

A focus, that is part of the understanding of the cultural / management style, related to the role of the 'customer' in the organisation. Cann (1998) focused on the internal elements of setting marketing goals and customer strategies as well as understanding the current organisation culture and making adjustments to make sure that culture and customer-oriented marketing were complementary. Uhlik (1995) put a less commercial perspective to relationship development by identifying the need to educate self and others to invite involvement as well as doing a needs assessment and resource inventory to understand the current status of the organisation. An understanding of the organisation goals and culture influences decisions about opportunities.

A focus on the customer is a prerequisite element for an agency to move towards the development of relationships. Customer focus is a concept that underpins much of current management and marketing strategies. Pressy and Mathews (2000) and Evans and Laskin (1994) discussed influences on the relationships that were based on a focus on customer needs. In many circumstances the relationships were established to meet the needs of a mutual customer. Gummesson (1999) referred to this as R7 the Customer's Customer in which partners worked together to provide services or products to another customer. For example, a sport venue would need to

provide services to the players and spectators of the sport association while the relationship is managed via the sport association committee's relationship with the sport venue manager.

Evans and Laskin (1994) indicated that a customer focus was important as part of the inputs to the relationship. Factors such as understanding the customer expectations and building service relationships were steps the partners must take to make the relationship successful. Given that Evans and Laskin also identify customer satisfaction as a key output and customer feedback was part of the assessment stage, it is fair to say that cultural / management style was important at all stages of the relationship process and would have a key role to play from the beginning when the agency begins to understand its own operations.

C1. Cultural / Management Style is defined as the approach to decision-making and operational management procedures that agencies use in their operations. Cultural / management styles that incorporate a focus on customers will be initially addressed in the self understanding stage of the process. If the cultural / management style is not understood in the early stages of the process then it is likely that differences in approaches may have a negative influence on the relationship developments. (Andereck, 1997; Birch, 1999; Borthwick, 1995; Cann, 1998; Cousins & Simon, 1996; Crompton, 1998; Evans & Laskin, 1994; Glover, 1999; Gummesson, 1999; Kanter, 1999; Pressy & Matthews, 2000; Saffu & Mamman, 1999; Selin & Chavez, 1994).

### 3.4.2 Opportunity Recognition

2. Opportunity recognition
C2. Salient issue

The opportunity recognition of the relationship development is the stage where an agency recognises the need to enter into new operations that warrant attention. In order for this to progress beyond a simple focus on transactions, there is a need to recognise the potential for a relationship to play a role in the development. The construct that influences this stage of the development process is salient issue.

### 3.4.2.1 Salient issue

There needs to be a catalyst to develop a particular relationship. The relationship marketing literature identified this as being potentially part of

transactions that agencies enter into as part of their day-to-day operations (Evans & Laskin, 1994; Fontenot & Wilson, 1997). As the agencies engaged in transactions they gained a better understanding of each other and recognise whether they have mutual interests and the capacity to work together. It is in the area of health and community services and to a lesser extent education partnerships where there is a greater focus on recognition of something to act as the catalyst.

Waddock & Bannister (1991) drew on a number of previous studies to identify 13 dimensions that were part of effective partnerships. A salient issue was identified as one of the 13 variables that were likely to have an impact on effective partnerships. The importance of this variable was reinforced in the studies of Selin and Myers (1995) and Andereck (1997), who both based their research on Waddock and Bannister (1991). The idea of an issue or problem that warranted attention was also mentioned by a number of other research studies that investigated relationships (Glover, 1999; Kunstler, 1997; Lasker, et al. 2001; Walker, 2000). This aspect of an issue or problem is prevalent in the health and community service sector and only Kearney & Candy (2004) and Tushnet (1993), from the education sector, identified the need for a shared concern.

C2. Salient issue is defined as an issue or problem that requires attention that partners agree warrants attention. This is likely to occur at the opportunity recognition stage of the relationship development process when an agency recognises the need to take some particular action and the potential of working with a partner may be a strategy to address the issue or problem. (Andereck, 1997; Glover, 1999; Kearney & Candy, 2004; Kunstler, 1997; Lasker, et al., 2001; Selin and Myers, 1995; Tushnet, 1993; Waddock & Bannister, 1991; Walker, 2000).

### 3.4.3 Partner selection

3. Partner selection
C3. Communication
C4. Uncertainty / comparison of alternatives
C5. Social bonds
C6. Proximity
C7. Time / continuity
C8. Appropriate partners

Partner selection needs to draw on the potential for a partner based arrangement to address the issue or problem identified by an individual agency. The process of partner selection is likely to be influenced by six constructs.

*3.4.3.1 Communication*

Communication featured as a construct in a number of the studies but there was quite a difference in how it was described and where it was positioned in the relationship development process. Ultimately, communication is about sharing of information at both informal and formal levels in a timely and open manner. (Anderek, 1997; Birch, 1999; Borthwick, 1995; Crompton, 1998; Cousins & Simon, 1996; Evans & Laskin, 1994; Fontenot & Wilson, 1997; Glover, 1999; Kunstler, 1997; Meads, et al. 1999; Morgan & Hunt, 1994; Pressy & Mathews, 2000; Saffu & Mamman 1999, Selin & Chavez, 1994; Selin & Myers, 1995; Shaw & Allen, 2006; Tushnet, 1993).

Fontenot and Wilson (1997) provided a definition of communication that initially focused on aspects of negotiation in the relationship process. Negotiation is not a feature in the other studies that cited communication as a construct. Evans and Laskin (1994) identified the value of communication in the context of customer focus. While this focus was not between partners there was value in the customer feedback received from one agency to be shared with the partner agencies. The explanation of communication needs to embrace the general exchange of information as well as incorporate the more specific ideas regarding negotiation and customer feedback. The formal and informal aspects of communication were deemed to be particularly important in sport partnerships (Shaw & Allen, 2006).

The point where communication impacts on the relationship development cycle is not clear. Authors have placed communication at opposing ends of the relationship development process. Evans and Laskin (1994) positioned communication, i. e., Customer Feedback, at the assessment phase of the overall RM process – this occurred once the inputs and outputs were in place. Customer feedback was expected to provide information to the partners so they could continue to make informed decisions regarding the relationship's development. Morgan and Hunt (1994) placed communication as a precursor to commitment and trust. There must be sharing of useful information between the partners for them to engage in a meaningful relationship. Rather than being a key factor at the beginning or end of the relationship, it is likely that communication needs to be managed very effectively from the beginning and throughout the total process. However, if the communication is not

effective during the early stages of the agency interactions, then it is less likely that agencies would recognise the potential to select the agency as a potential partner.

C3. Communication is a willingness to provide relevant and timely information to the partners to support the development of the relationship. It is likely that communication will need to be managed effectively throughout the relationship process so all partners are kept informed and have access to relevant information that impacts on their operations (Anderek, 1997; Birch, 1999; Borthwick, 1995; Crompton, 1998; Cousins & Simon, 1996; Evans & Laskin, 1994; Fontenot & Wilson, 1997; Glover, 1999; Kunstler, 1997; Meads, et al. 1999; Morgan & Hunt, 1994; Pressy & Mathews, 2000; Saffu & Mamman, 1999, Selin & Chavez, 1994; Selin & Myers, 1995; Shaw & Allen, 2006; Tushnet, 1993).

*3.4.3.2 Uncertainty / comparison of alternatives*

Uncertainty / Comparison of Alternatives relates to the partners' confidence in the decisions that are being made will achieve the expected outcomes. The greater the level of trust in the relationship, the lower the level of uncertainty in the relationship (Fontenot & Wilson, 1997; Morgan & Hunt, 1994). The need to recognise the potential uncertainty of the innovation that a relationship was trying to address was identified by Kanter (1999). This variable was combined with Wilson's (1995) construct, Comparison of Alternatives, and Opportunistic Behaviour (Fontenot & Wilson, 1997; Morgan & Hunt, 1994) because there was an intention in the relationship to minimise the search for alternatives based on a confidence of the decisions in the relationship. One of the intentions of a successful relationship is to minimise the uncertainty and search for alternatives based on the strength of the relationship. Effective relationships would minimise levels of uncertainty and search for alternative relationship partners.

Morgan and Hunt (1994) positioned uncertainty as an outcome of commitment and trust and they positioned opportunistic behaviour as a precursor to commitment and trust. They suggested that as a search for alternative partners was minimised, that commitment and trust would be established and there would be less uncertainty in the decisions made in the relationship. Similarly, Wilson (1995) indicated that comparison of alternatives was most important in the earlier stages of partner selection and defining purpose. It is likely that uncertainty and comparison of

alternatives come into play at the key negotiation levels of the relationship establishment which are usually at the early stages of the process and again as the relationship is evaluated. Agencies often enter into relationships to minimise uncertainty so more stable business arrangements can be established and maintained. It is likely that agency's perceptions of uncertainty and search for alternatives are minimised once commitment and trust are established.

Although Morgan and Hunt (1994) presented opportunistic behaviour and uncertainty as separate constructs they have been combined because they are so closely related regarding what the relationship partners are trying to achieve. The significant difference between these two variables is their position regarding the establishment of commitment and trust. Once the partners refrain from opportunistic behaviour, they would be more likely to establish commitment and trust which would lead to minimisation of uncertainty. The establishment of a single construct of uncertainty / comparison of alternatives would need to reflect its potential position at different stages of the relationship development process.

---

C4. Uncertainty / comparison of alternatives is defined as the confidence and predictability that project outcomes will be best achieved through the partners. An intention of entering into a relationship is to minimise uncertainty and search for alternatives to achieve mutual outcomes. Uncertainty / comparison of alternatives will be most important in the partner selection, negotiation and relationship evaluation stages of the relationship development process. (Fontenot & Wilson, 1997; Kanter, 1999; Morgan & Hunt, 1994; Wilson, 1995).

---

*3.4.3.3 Social bonds*

Wilson (1995), Smyth and Drelsma (1998) and Uhlik (1995) identified social bond as a factor in the relationship. Partners involved in a relationship who also have a personal friendship or social connection with staff in other agencies are more likely to work towards establishing and maintaining the relationship. It is likely that relationships where the personnel involved share a social contact may also have better informal communication channels and a greater capacity to establish trust and commitment. In a similar context, there may also be scope for a social bond to be established with staff managing a relationship where they have trust and shared

values. Social Bonds are most likely to have a part to play in the partner selection stage of the relationship development process (Uhlik, 1995; Wilson, 1995).

C5. Social bonds is defined as the degree of friendship among the personnel involved in the relationship. Social bonds will be most important in the earlier stages of the relationship development process with its greatest influence at the partner selection, negotiation and strategy, and relationship establishment stages. Although a social bond may be a factor during the relationship management stage, it is likely that other factors regarding the relationship will be much more important (Smyth & Drelsma, 1998; Uhlik, 1995; Wilson, 1995).

### 3.4.3.4 Proximity

Proximity relates to the geographic convenience that the partners share. Each partner needs to be closely located to each other. Borthwick (1995) indicated that partners in the same school district were more likely to be committed to a relationship. Mulroy (2004) identified a need for the partners to be relatively close (seven miles was deemed to be an impediment) to develop joint projects. Glover (1999) indicated that agencies that were geographically convenient, was an influence on the partner selection process.

C6. Proximity is defined as close geographic access. Proximity will be most important in the partner selection stage of the relationship development process (Borthwick, 1995; Glover, 1999; Mulroy, 2004).

### 3.4.3.5 Time / continuity

Time / continuity is a factor that influences the nature of the relationship at several levels. The time that had been spent in the relationship and the capacity to sustain the relationship over time are an influence on the relationship's development. Relationships that have a long history are more likely to be developed and continue rather than relationships that have a short history (Cousin & Simons, 1996; Walker, 2000). Pressy and Mathews (2000) referred to a role of time as long-term. This related to whether there was a need for a customer to have interactions with the agency after the original sale or transaction.

Meads, et al. ( 1999) added another dimension to time in the level of contact between the agencies, i.e., regular contact over time was more likely to have a

positive impact on the relationship than a relationship that had intermittent contact even though the contact had been over a longer period of time. The other aspect of continuity that also has an influence is the role of the staff. Having the same staff involved in the relationship over the duration of the relationship influences how the relationship is established and evolves (Andereck, 1997; Kunstler, 1997; Selin & Chavez, 1994; Selin & Myers, 1995; Walker, 2000).

There was no indication of how time / continuity was managed in the relationship development cycle. Only Borthwick (1995) indicated that time would be a factor as the relationship evolved over the stages of development, stabilisation and institutionalisation. It is likely that the length of time of the partner interactions has a particular influence on the partner selection, negotiation and strategy, and relationship evaluation stages. Agencies that have repeated transactions and follow-up with a customer over a longer period of time will eventually determine to commit resources to select them as a partner. This longer-term familiarity assists in the negotiation and eventually the relationship evaluation stages. It was also likely that partners who have been involved in a relationship for a longer period of time will be more tolerant of issues that generated conflict and thus be willing to commit resources and make adaptations that will enable the relationship to continue.

C7. Time / continuity is defined as the period of time that the partners have been engaged in transactions at both discrete and relationship levels. It is likely that agencies that have been involved in various transactions over a longer period of time will be more likely to enter into relationships and be able to maintain the relationships. Time / continuity is likely to be an influence of the relationship at the partner selection stage based on the period of time that the staff in the agencies have known each other; at the negotiation and strategy stage where a long term relationship and continuity of staff may be able to provide credibility for negotiation and strategy development; and at the relationship evaluation stage based on how long they have been involved in a formal relationship (Andereck, 1997; Borthwick, 1995; Cousins & Simon, 1996; Kunstler, 1997; Meads, et al. 1999; Pressy & Mathews, 2000; Selin & Chavez, 1994; Selin & Chavez, 1995; Walker, 2000).

*3.4.3.6 Appropriate partners*

Appropriate partners relate to both the nature of the organisation and the personnel involved. In a general sense Waddock and Bannister (1991) and Tushnet (1993) indicated the need to select partners who could address the problem (salient issue) because they had the knowledge and skills. Selin and Chavez (1994), Andereck (1997), and Hudson and Hardy (2002) explained this in more specific terms by indicating that partnership development was influenced at a personal level by having the right mix of people involved and at the organisational level where there needed to be administrative support for the partnership. The partner selection stage requires a focus on appropriate partners who will be able to bring expertise and resources to the relationship that assisted in addressing the salient issue.

There is no clear indication in the literature regarding when in the relationship development process that appropriate partners would be a factor. However, it is logical to suggest that agencies, involved in a partner search to address the salient issue, need to consider the appropriateness of the partner at this stage. In a contrary context, if an agency selects a partner that has neither the right mix of people nor administration support then there would be no more capacity to address the salient issue.

---

C8. Appropriate partner is defined as agencies and staff involved are suitable, they have the necessary skills, expertise and resources to address relationship outcomes. Appropriate partners is initially an influence at the partner selection stage but will also have an influence on the relationship throughout the remainder of the relationship development process (Andereck, 1997; Hudson & Hardy, 2002; Selin & Chavez, 1994; Tushnet, 1993; Waddock & Bannister, 1991).

---

*3.4.4 Negotiation and strategy*

4. Negotiation and strategy
C9. Power / parity
C10. Control
C11. Trust
C12. Interdependence / dependence
C13. Acquiescence / adaptation
C14. Shared technology
C15. Funding and resource allocation
C16. Propensity for risk taking
C17. Clear plan & evaluation

The negotiation and strategy stage of the relationship development process involved the potential partners being involved in a dialogue that worked towards attaining mutual goals. The strategy needed to provide a

direction for how the relationship would address the opportunity identified earlier as well as have a strategy for how the relationship would be managed. This stage of the development process is likely to be the most crucial because it is at this step in the process that the potential partners decide whether they will proceed with both the establishment of the partnership and more importantly determine if they have the capacity to address the opportunity identified in the previous stage. There are nine constructs that influence the negotiation and strategy stage of the development process.

*3.4.4.1 Power / parity*

Power / parity is a factor that came into play when two agencies began to work together. The manner in which the power of one agency is exerted over another agency is likely to influence the relationship. Power / parity relates to the respect shown to the partner regarding decision-making in the negotiation and strategy stage. If there is parity in the relationship there is likely to be a more congenial relationship while if the power is exerted in an inequitable manner, then there is likely to be a less positive relationship (Borthwick, 1995; Birch, 1999; Fisher, et al. 2004; Fontenot & Wilson, 1997; Kearney & Candy, 2004; Lasker, et al. 2001; Meads, et al. 1999; Powell & Glendinning, 2002; Saffu & Mamman, 1999; Shaw & Allen, 2006; Waddock & Bannister, 1991; Wilson, 1995). Borthwick (1995) and Meads, et al. (1999) emphasised the need for the partners to act as peers in their operations so as to have respect for others' views and contributions. The manner in which power is managed in the negotiation and strategy stage will be crucial in the partner's capacity to commit to the relationship.

Wilson (1995) indicated that power, in the same way as interdependence, came into play at three stages of the framework, namely, partner selection, defining purpose and setting relationship boundaries. It was these early stages of the relationship that the power of one agency's relationship to another will assist in defining the nature of the relationship. Other references make no comment regarding when power / parity has an influence on relationship development. Power / parity is most likely to have its greatest influence on the relationship in the negotiation and strategy stage of the development process. It is also likely to be a factor in other stages of the relationship development process.

C9. Power / parity is defined as an agency's capacity to influence the actions of the partner in the relationship. Power will be most influential in the negotiation and strategy stage of the development process but will also be a factor in other stages of the process. (Borthwick, 1995; Birch, 1999; Fisher, et al. 2004; Fontenot & Wilson, 1997; Kearney & Candy, 2004; Lasker, et al., 2001; Meads, et al. 1999; Powell & Glendinning, 2002; Saffu & Mamman, 1999; Shaw & Allen, 2006; Waddock & Bannister, 1991; Wilson, 1995).

*3.4.4.2 Control*

Control is a construct that was very closely aligned with power but the literature did provide some differentiation between power and control. Control relates to how the partners share the resources allocated to a project and how the outcomes from the relationship (these may be profits) are shared. An agency's capacity to relinquish some control in the development of the relationship and address conflict are crucial attributes to a successful relationship (Crompton, 1998; Cousins & Simon, 1996; Glover, 1999; Saffu & Mamman, 1999; Shaw & Allen, 2006; Uhlik, 1995; Walker, 2000). Glover (1999) referred to the need to have the decision-making processes in the partnership to be resolved. Similarly, Cousins and Simon (1996) and Uhlik (1995) stated that the control of the project and partnership needed to be balanced and shared for the relationship to work.

The position of where control is situated in the relationship development process was not clearly discussed in most literature. Only Uhlik (1995) stated that control was an important factor in developing a partnership proposal. For this reason control is placed in the negotiation and strategy stage of the process. It is likely that control will be an influence throughout the balance of the relationship depending on how well control processes are documented and followed.

C10. Control is defined as the willingness of the partners to share the control of the resources and financial outcomes of the partnership. Control is most likely to have its influence impact in the negotiation and strategy stage of the relationship development process (Cousins & Simon, 1996; Crompton, 1998; Glover, 1998; Saffu & Mamman, 1999; Shaw & Allen, 2006; Uhlik, 1995; Walker, 2000).

*3.4.4.3 Trust*

Trust is a feature that is consistently recognised in the studies of relationships and partnerships. Many sources only identified trust as an important factor in the development of relationships without substantial discussion or explanation (Birch, 1999; Cousins & Simon, 1996; Crompton, 1998; Glover, 1999; Pressy & Mathews, 2000; Smyth & Drelsma, 1998; Waddock & Bannister, 1991). Other sources identified trust as a key factor and provided substantial discussion of its meaning and impact in the relationship (Andereck, 1997; Fisher, et al. 2004; Fontenot & Wilson, 1997; Hudson & Hardy, 2002; Kearney & Candy, 2004; Powell & Glendinning, 2002; Selin & Chavez, 1994; Selin & Myers, 1995; Shaw & Allen, 2006; Tushnet, 1993; Uhlik, 1995; Walker, 2000; Wetzels, et al. 1998; Wilson, 1995). Trust is based on a belief that the partner would work towards outcomes that would be mutually beneficial. Agencies that are not able to trust their partners are not likely to be able to move towards mutually beneficial goals.

Bhattacharya, Devinney, and Pillutla (1998) defined trust as "an expectancy of positive (nonnegative) outcomes that one can receive based on the expected action of another party in an interaction characterized by uncertainty" (p. 462). The key factor regarding trust is the expectation that the actions of one partner can be depended upon to consider the impact of those actions on their partner, and that positive outcomes for the relationship will be pursued. Trust that the potential partner will act in the mutual interests of the partner and the project is fundamental during the negotiation stage of development (Fontenot & Wilson, 1997; Wilson, 1995).

Another analysis of trust identified it as an interpersonal characteristic that featured honesty, operating with no hidden agendas, and making sure all issues were discussed openly (Andereck, 1997; Selin & Chavez, 1994; Selin & Myers, 1995). Birch (1999) reinforced the focus of trust as being part of honesty in the relationship. Walker (2000) also presented trust as a function of people's skills based on their

professional and interpersonal skills. Walker also differentiated trust as being fragile trust and resilient trust. Fragile trust related to people doing what they say they would do or organisations would undertake their contracts. Resilient trust related to the predictability that partners would do nothing that harmed their partners. Although Wetzels, et al. (1998) shared the same explanation of the two levels of trust, they were called trust benevolence and trust honesty. Trust benevolence is the belief that one's partner will make decisions and take actions that will not negatively impact the relationship or its mutual goals. Trust honesty is the belief that the partner will do what they have said they would do (Wetzels, et al. 1998). Although Walker and Wetzels, et al. differentiated the two types of trust, for the purposes of this discussion trust will be considered as a single construct based on the other sources presenting it as a single construct.

There was a difference in the literature regarding where to position trust in the relationship development process. Wilson (1995) indicated that trust was part of the partner selection and defining purpose stages of his framework. Trust was positioned at this stage because if there was no trust between the partners in the early stages of the relationship development, then it was unlikely that there would be a capacity to move into the latter stages of the framework. Morgan and Hunt (1994) identified trust along with commitment as the key mediating variables in the relationship development process. Trust could be established if the precursors to commitment and trust, such as relational benefits, shared values, communication and uncertainty / comparison of alternatives were effectively developed and managed. Tushnet (1993) indicated that trust would be developed when people worked together on common problems. Uhlik (1995) indicated that trust was important in the negotiation and strategy stage of the process when efforts were made to compare and contrast the resources available for the relationship.

C11. Trust is one of the key constructs that will define the nature of the relationship. Trust is defined as the belief that the partner in the relationship will act in a way to support the project's positive outcomes. Without trust it is likely that the partners will not be able to commit resources to the relationship that will generate mutual benefits and add value to their operations. Trust must be established for a relationship arrangement to be functional, this is necessary in the negotiation and strategy stage, if not earlier, of the relationship development cycle. It is likely that a number of other constructs must be adequately positioned for trust to be established (Andereck, 1997; Birch, 1999; Cousins & Simon, 1996; Crompton, 1998; Fisher, et al. 2004; Fontenot & Wilson, 1997; Glover, 1999; Hudson & Hardy, 2002; Kearney & Candy, 2004; Powell & Glendinning, 2002; Pressy & Mathews, 2000; Selin & Chavez, 1994; Selin & Myers, 1995; Shaw & Allen, 2006; Smyth & Drelsma, 1998; Tushnet, 1993; Uhlik, 1995; Waddock & Bannister, 1991; Walker, 2000; Wetzels, et. al. 1998; Wilson, 1995).

*3.4.4.4 Interdependence / dependence*

Interdependence / dependence recognised that each partner required each other for the relationship to prosper. An interesting aspect of the discussion of this construct was the identification of dependence whereby one agency recognises the need to work with another agency (Wetzels, et al. 1998) and the identification of interdependence with the recognition of mutual need to work together (Fontenot & Wilson, 1997; Hudson & Hardy, 2002; Powell & Glendinning, 2002; Selin & Myers, 1995; Waddock & Bannister, 1991; Wilson, 1995). There were other sources that identified similar constructs, but used other terms to describe a similar influence such as recognition (Birch, 1999) collaboration and division of labor (Bodinger-de Uriate, 1994), complementary skills (Borthwick, 1995), distinct entities (Glover, 1999) and reciprocity (Uhlik, 1995). Regardless of the naming of the construct there was recognition that there was a factor based on the need for the partners to acknowledge the need that each other addressed and how they complemented each other's capacity to address the opportunity.

The level of interdependence and or the power exerted between the partners would define the direction that a relationship would take. Relationships that had a mutual dependence in which the partners required each other's contribution at an

equal level are more likely to recognise the value of collaborating. They are more likely to engage in the negotiation and strategy stage and move towards the establishment of the partnership (Fontenot & Wilson, 1997; Hardy & Hudson, 2002; Powell & Glendinning, 2002; Wetzels, et al. 1998; Wilson, 1995).

Fontenot and Wilson (1997) stated that interdependence was likely to assist partners to cooperate and form a bond that would endure conflict. Wetzels, et al. (1998) suggested that the higher the level of dependence the more likely the relationship would be formed and recognised for the benefits that could be provided. This recognition was important in the negotiation and strategy stage of the relationship development process.

Wilson (1995) indicated that the level of interdependence / power imbalance would be a focus during the partner selection, defining purpose and setting relationship boundaries stages of development. If there is a power imbalance in the relationship arrangement, it is likely that the dominant partner will dictate the terms of the relationship that may not focus on mutual benefits and outcomes. Those agencies that are dependent on a dominant partner may agree to a relationship value that is less than they would prefer simply because they are powerless to accept the alternatives. It is likely that this type of dependence is based more on calculative commitment that Wetzels, et al. (1998) suggested is not as strong of a bond in the relationship maintenance process.

C12. Interdependence / dependence is defined as agencies' capacity to recognise the contribution that each other can make that will be mutually beneficial to achieve common goals. Relationships that are established in an unbalanced relationship where one partner is able to exert power over the other may not be as likely to define mutually complementary goals. Dependence is likely to be most important in the negotiation and strategy stage of the relationship development process because elements of dependence will influence the nature of the negotiations. Interdependence / dependence will also be a factor in the relationship establishment stage. (Birch, 1999; Bodinger-de Uriate, 1994; Borthwick, 1995; Fontenot & Wilson, 1997; Glover, 1999; Hudson & Hardy, 2002; Powell & Glendinning, 2002; Selin & Myers, 1995; Uhlik, 1995; Waddock & Bannister, 1991; Wetzels, et al. 1998; Wilson, 1995).

*3.4.4.5 Acquiescence / adaptation*

Acquiescence / adaptation is a function of the partner's capacity to make adjustments to their operations in order to accommodate the expectations of the partner. There are instances when the partners will need to make adjustments to their policies and activities in order to achieve the goals of the relationship and in some instances to meet the requests of their partners (Andereck, 1997; Birch, 1999; Fontenot & Wilson, 1997; Hudson & Hardy, 2002; Kunstler, 1997; Mulroy, 2004; Selin & Chavez, 1994; Selin & Myers 1995; Wilson, 1995). Evans and Laskin (1994) referred to this factor as "integration" where the partner's voice expressing their needs and requirements became part of the partners' strategic planning process.

Acquiescence / adaptation is important for partners to practice in order to keep the relationship healthy and to meet their partners' needs in a variety of ways. It is likely that the nature of the Power factor (C9) and the Cultural / management styles (C1) between the agencies will influence the level of acquiescence / adaptation in the relationship management. Selin and Chavez (1995) and Andereck (1997) identified the capacity of mutual adjustment as an interpersonal characteristic that the individuals involved in the relationship needed to consider. The capacity to make adjustments and change approaches to respond to issues as they arise in the relationship influence how the relationship evolves (Birch, 1999; Kunstler, 1997).

Wilson (1995) placed adaptation as a factor in setting the relationship boundaries and setting relationship value stages of the framework. Evans and Laskin (1994) identified integration as a part of the assessment stage of their relationship marketing model. It was likely that acquiescence / adaptation will occur during the negotiation stages of the relationship through to the relationship evaluation stage.

---

C13. Acquiescence / adaptation is defined as the tendency for one partner to alter its processes or policies to accommodate the other agency. It is likely that acquiescence / adaptation will be prominent at the negotiation and strategy, relationship establishment, relationship management and relationship evaluation stages of the relationship development process (Andereck, 1997; Birch, 1999; Evans and Laskin, 1994; Fontenot & Wilson, 1997; Hudson & Hardy, 2002; Kunstler, 1997; Mulroy, 2004; Selin & Chavez, 1994; Selin & Myers 1995; Wilson, 1995).

*3.4.4.6 Shared technology*

Shared Technology is a construct Wilson (1995) identified that influences a partner's intention to enter into and work in a relationship. Some relationships have partners provide various levels of technology. These levels of technology could be product level expertise and technical innovations or just the linking of computer systems. A partner may be more inclined to enter into a relationship if they are able to gain access to levels of technology that they are not able to easily gain through other means. The technology comes into play in the defining purpose and setting relationship boundaries stages of Wilson's framework.

It is likely that shared technology is also an important factor in the relationship management stage of the process because it probably plays an important function regarding the production of the service or product and for communication among the partners.

C14. Shared technology is defined as the level to which one partner values the technology provided by another partner. Shared technology may influence a partner's willingness to enter a relationship. This construct is likely to be most influential at the negotiation and strategy, relationship establishment and relationship management stages of the relationship development process (Wilson 1995).

*3.4.4.7 Funding and resource allocation*

Funding and resource allocation was identified as a key factor that influenced the relationship in the non-commercial sector. The funding and resource allocation is expected to include the contribution of staff time, staff expertise, direct finances and background resource support from the agencies (Andereck, 1997; Birch, 1999; Borthwick, 1995; Crompton, 1998; Fisher, et al. 2004; Hudson & Hardy, 2002; Kanter, 1999; Kunstler, 1997; Lasker, et al. 2001; Mulroy, 2004; Saffu & Mamman, 1999; Selin & Chavez, 1994; Selin & Myers, 1995; Tushnet, 1993). The provision of funds, when identified as a potential requirement, and other resources is essential in the development of successful relationships (Borthwick, 1995; Saffu & Mamman, 1999; Tushnet, 1993). Borthwick (1995) even suggested that the pursuit of resources should include submitting for additional funds through grant proposals. Kunstler (1997) indicated that changes in funding over time would impact on the long-term

outcomes of the relationship. Saffu and Mamman (1999) indicated that an imbalance between partner contributions would lead to failure of an alliance.

Another element of resource allocation that is important is the background support required from the agencies involved in the relationship. Administrative support from the agency impacts on the relationship's development (Andereck, 1997; Selin & Chavez, 1994; Selin & Myers, 1995).

Borthwick (1995) positioned this factor in the domain of needs and resources. If agencies do not follow through with the expected funding and resources, then the relationships will be less successful and this has a negative impact on the expected outcomes for the project.

C15. Funding and resource allocation is defined as an expectation from the partners to contribute staff time, expertise and finances to support the project development. Within the relationship development process, funding and resource allocation will be most influential in the negotiation and strategy, relationship establishment and relationship management stages. (Andereck, 1997; Birch, 1999; Borthwick, 1995; Crompton, 1998; Fisher, et al. 2004; Hudson & Hardy, 2002; Kanter, 1999; Kunstler, 1997; Lasker, et al. 2001; Mulroy, 2004; Saffu & Mamman, 1999; Selin & Chavez, 1994; Selin & Myers, 1995; Tushnet, 1993).

*3.4.4.8 Propensity for risk taking*

Propensity for risk taking is a construct that Andereck (1997) and Selin and Chavez (1994) identified that influences relationships. If the individuals involved in the relationship adhere to strict rules and regulations, especially regarding personnel and financial operations, then the relationship would not be able to proceed. The individuals need to have the capacity to bend the rules and be willing to take risks in order to arrange the relationship and make it successful. It is particularly important for government agencies to have staff with these personal characteristics so the partnership could be arranged (Selin & Chavez, 1994).

It is not clear where the propensity for risk taking is situated in the relationship development process based on the literature. If the capacity to take risks is not in place at the negotiation and strategy stage of the development process then there will be problems for the relationship to become established. It is likely that risk taking will

91

also be an influence in the relationship establishment and relationship management stages of the process.

C16. Propensity for risk taking is defined as the capacity to go out on a limb, bend the rules and push the envelope with special attention to rigid personnel and financial systems (Andereck, 1997; Selin & Chavez, 1994). It is likely that this construct will be important in the negotiation and strategy, relationship establishment and relationship management stages of the relationship development process.

*3.4.4.9 Clear plan and evaluation*

Having a clear plan and evaluation strategy is a construct identified as likely to lead to successful relationships (Andereck, 1997; Birch, 1999; Evans & Laskin, 1994; Glover, 1999; Kanter, 1999; Selin & Chavez, 1994; Selin & Myers, 1995; Tushnet, 1999; Uhlik, 1995; Waddock & Bannister, 1991; Walker, 2000). Hudson and Hardy (2002) identified the need for aims and objectives that direct the joint work and provide the framework for joint arrangements as being important for the partnership. Although the plan and evaluation were not always connected in the literature, there was a trend that drew these two connected concepts to fit in one construct. Andereck (1997), Selin & Chavez (1994), and Selin and Myers (1995) identified the need for a written plan and a capacity to set new goals as part of the operational characteristics of the relationship. Tushnet (1993) included evaluation and adaptive planning as factors that would impact on the relationship. A planned evaluation system that incorporates review and reflection of the project and the relationship is likely to influence the relationship (Birch, 1999; Tushnet, 1993).

Glover (1999) and Uhlik (1995) positioned the need for a plan and the review process in the step of developing a partnership proposal. It is important for the focus on creating a plan and evaluation system during the negotiation and strategy stage of the relationship development process so the agencies involved in the relationship are able to identify how they will pursue the opportunity that had been identified. Evans and Laskin (1994) had the action plans as part of the input stage and the evaluation was in the assessment stage.

C17. Clear plan and evaluation is defined as a tangible focus for the relationship to know what they want to achieve, a specific process for resolving matters that are not clear and to know how the project and relationship is progressing through an evaluation system. The clear plan and evaluation needs to be documented in the negotiation and strategy stage of the relationship development process. It is likely that the plan and evaluation strategies will impact on the relationship in the relationship establishment, relationship management and relationship evaluation stages of the development process (Andereck, 1997; Birch, 1999; Evans & Laskin, 1994; Glover, 1999; Hudson & Hardy, 2002; Kanter, 1999; Selin & Chavez, 1994; Selin & Myers, 1995; Tushnet, 1993; Uhlik, 1995; Waddock & Bannister, 1991; Walker, 2000).

### *3.4.5 Relationship establishment*

5. Relationship establishment
C18. Leadership
C19. Shared goals / values
C20. Cooperation
C21. Roles and responsibilities
C22. Commitment

Relationship establishment occurs when the partners agree to commit resources to address the opportunity that was identified earlier in the relationship's development. There are five constructs that are likely to influence the relationship at this stage of development.

### *3.4.5.1 Leadership*

Leadership, at an individual level, is a construct that influences how the relationship moves into the establishment stage of the development process. Strong leadership assists the relationship to cope with challenges of internal and external pressures on the relationship and influences the capacity for collaboration (Andereck, 1997; Birch, 1999; Cousens, et al., 2001; Lasker, et al. 2001; Selin & Chavez, 1994; Selin & Myers, 1995; Waddock & Bannister, 1991). The importance of leadership's capacity to build commitment and support for the projects and relationship was identified by Hudson and Hardy (2002), Mulroy (2004) and Tushnet (1993).

Selin and Chavez (1994) identified the leadership skills of motivation, commitment, enthusiasm, vision, patience, open mindedness, perseverance and capacity to get people excited as the elements that made the leadership successful. Selin and Myers (1995) identified leadership as one of the strongest and most stable predictors of partner satisfaction. Evans and Laskin (1994) identified leadership as

important regarding its capacity to guarantee quality in the relationship marketing process.

The influence of leadership is likely to be important throughout the relationship development process. Tushnet (1993) positioned leadership as part of the development process. She identified leadership as one of the factors that generated commitment and followed communication with various participants in the relationship. Evans and Laskin (1994) had leadership as an element regarding product quality that was part of the output stage of the relationship. Leadership has been placed in the relationship establishment stage of the development process because it is likely that leadership will be most crucial to finally motivate the partners to make the commitment of resources at this point.

C18. Leadership is defined as the individual skills of motivation, commitment, enthusiasm, vision, patience, open mindedness, perseverance and ability to get people excited. Leadership will have its most important impact at the relationship establishment stage of the relationship development process but will also be important in all the stages of the relationship development process. (Andereck, 1997; Birch, 1999; Cousens, et al. 2001; Evans & Laskin, 1994; Hudson & Hardy, 2002; Lasker, et al. 2001; Mulroy, 2004; Selin & Chavez, 1994; Selin & Myers, 1995; Tushnet, 1993; Waddock & Bannister, 1991).

*3.4.5.2 Shared goals / values*

Shared goals influence the capacity for the relationship to become established. The absence of shared goals often lead to the relationship not being able to be established. Shared goals relate to a common vision of what a relationship and project are trying to achieve (Andereck, 1997; Borthwick, 1995; Evans & Laskin, 1994; Hudson & Hardy, 2002; Kearney & Candy, 2004; Kunstler, 1997; Saffu & Mamman, 1999; Selin & Chavez, 1994; Selin & Myers, 1995; Uhlik, 1995; Waddock & Bannister, 1991; Walker, 2000). Shaw and Allen (2006) indicated that competing agendas and not working on the same goals would be a deterrent to a successful partnership.

Closely associated with the goals is the concept of values. Agencies in a relationship need to have shared values to the extent that partners have common beliefs regarding the importance and appropriateness of certain behaviours, goals and policies (Crompton, 1998; Glover, 1999; Fontenot & Wilson, 1997; Meads, et al.

1999; Smyth & Drelsma, 1998). The discussion of these concepts often shared common terms such as goals, vision and values so for the purposes of this discussion goals and values are combined as one construct.

The location of shared goals / values in the relationship development process varied among the literature but it is seen as a precursor to the relationship being established. Glover (1999) and Uhlik (1995) had the need for common goals and values as important at the partner selection and proposal negotiation stage. Other literature simply identified shared goals and values as factors that will influence the capacity for establishing the relationship (Evans & Laskin, 1994; Saffu & Mamman, 1999; Selin & Chavez, 1994; Selin & Myers, 1995).

C19. Shared goals / values is a construct that is defined as a joint vision and beliefs regarding the appropriateness and direction of the project. Shared goals / values will be important to be established and recognised within the relationship establishment stage of the relationship development process and will also influence the relationship management stage of the process (Andereck, 1997; Borthwick, 1995; Crompton, 1998; Evans & Laskin, 1994; Fontenot & Wilson, 1997; Glover, 1999; Hudson & Hardy, 2002; Kearney & Candy, 2004; Kunstler, 1997; Meads, et al. 1999; Saffu & Mamman, 1999; Selin & Chavez, 1994; Selin & Myers, 1995; Shaw & Allen, 2006; Smyth & Drelsma, 1998; Uhlik, 1995; Waddock & Bannister, 1991; Walker, 2000).

*3.4.5.3 Cooperation*

Cooperation is a construct that describes the willingness of the individuals and agencies in the relationship to work collaboratively and to be coordinated in their actions (Andereck, 1997; Fontenot & Wilson, 1997; Powell & Glendinning, 2002; Selin & Chavez, 1994; Uhlik, 1995; Wilson, 1995). Cooperation was identified by Andereck (1997) and Selin and Chavez (1994) as an interpersonal characteristic that the individuals in the relationship needed to possess for the relationship to be successful. Fontenot & Wilson (1997), Selin & Chavez (1994), and Wilson (1995) also identified cooperation that needed to exist at an organisational level where the agencies in the relationship were relinquishing a degree of autonomy in favour of mutual success.

Uhlik (1995) positioned cooperation at the point where agencies identified prospective partners and worked to gain an understanding of their needs and resources to address the particular need. Wilson (1995) indicated that cooperation was important

in setting relationship value and relationship management. Based on these discussions, cooperation is placed in the relationship establishment stage of the relationship development process. Cooperation must be practised at both personal and organisational levels for the relationship to be established. The willingness to cooperate also influences the relationship management stage of the process.

C20. Cooperation is a construct defined as each partner taking coordinated actions to achieve mutual outcomes. Cooperation must be established for the relationship to be established and it will also influence the relationship management stage of the relationship development process (Andereck, 1997; Fontenot & Wilson, 1997; Powell & Glendinning, 2002; Selin & Chavez, 1994; Uhlik, 1995; Wilson, 1995).

*3.4.5.4 Roles and responsibilities*

The capacity for agencies to have their roles and responsibilities well defined by having the right mix of people is a factor that influences the establishment of a relationship (Andereck, 1997; Borthwick, 1995; Cousins & Simon, 1996; Evans & Laskin, 1994; Glover, 1999; Hudson & Hardy, 2002; Selin & Chavez, 1994; Tushnet, 1993; Waddock & Bannister, 1991). Competent staff with the right skills to address an opportunity influences the capacity to establish a relationship (Evans & Laskin, 1994; Waddock & Bannister, 1991). Selin and Chavez (1994) indicated that people working with the relationship would require a diversity of skills, philosophy and resources that they could call upon. Cousins and Simon (1996) suggested that high staff turnover and movement in the workplace would impact on the capacity for the relationship to become established.

Glover (1999) identified the delegation of responsibilities as something that needed to occur in the preparation of the agreement stage. Evans and Laskin (1994) identified empowering staff with the right skills and capacity to act was important in the input stage of the relationship development. The construct, roles and responsibilities, has been positioned in the relationship establishment stage of the relationship development process because it is the mix of staff with skills, roles and appropriate responsibilities who will enable the relationship to be established.

C21. Roles and responsibilities is a construct that is defined as people involved in the relationship who have appropriate skills, knowledge and capacity to act in the relationship. Staff roles / responsibilities will influence the capacity for the relationship to be established and will also influence how the relationship is managed (Andereck, 1997; Borthwick, 1995; Cousins & Simon, 1996; Evans & Laskin, 1994; Glover, 1999; Hudson & Hardy, 2002; Selin & Chavez, 1994; Tushnet, 1993; Waddock & Bannister, 1991).

*3.4.5.5 Commitment*

Commitment is a construct that needs to be demonstrated for a relationship to be established. Morgan and Hunt (1994) identified commitment (along with trust) as one of the mediating variables to the successful establishment of a relationship. The failure of the agencies to commit resources to a relationship is likely to lead to an inability for the relationship to become established. The relationship partners need to be committed to success at a social, cultural, environmental, and economic level for a relationship to be a success (Birch, 1999). The commitment needs to be from all parties in the relationship at both individual and agency levels (Birch, 1999; Borthwick, 1995; Cousins & Simon, 1996; Evans & Laskin, 1994; Fontenot & Wilson, 1997; Hudson & Hardy, 2002; Kunstler, 1999; Mulroy, 2004; Smyth & Drelsma, 1998; Tushnet, 1993; Wetzels, et al., 1998; Wilson, 1995).

Wetzels, et al. (1998) described commitment as two styles. Affective commitment was based on a subjective state of mind that one partner would have to the relationship. Calculative commitment was based on a cognitive analysis of the relationship based on the plusses and minuses, gains and losses, or rewards and punishments. It is useful to note that Blois (1998) indicated that calculative analysis of the relationship was not regularly considered in the review of relationship effectiveness.

Morgan and Hunt (1994) identified the need for commitment to be established for a successful relationship. Wilson (1995) indicated that commitment was a factor in setting relationship value and relationship management. Commitment is a construct that needs to be in place by the agencies and the people involved in order for a relationship to be established.

C22. Commitment is a construct defined as a willingness for partners to provide resources and effort from various levels to support the relationship and project it is to undertake. Commitment needs to be established for the agencies to be able to have the relationship become established. Commitment will also be important in the relationship management stage of the relationship development process. (Birch, 1999; Borthwick, 1995; Cousins & Simon, 1996; Evans & Laskin, 1994; Fontenot & Wilson, 1997; Hudson & Hardy, 2002; Kunstler, 1999; Mulroy, 2004; Smyth & Drelsma, 1998; Tushnet, 1993; Wetzels, et al. 1998; Wilson 1995).

### 3.4.6 Relationship management

6. Relationship management
C23. Benefits / outcomes
C24. Satisfaction
C25. Functional quality
C26. Technical quality

The establishment of the relationship set the scene for the delivery of the services that the opportunity identified earlier in the process. Relationship management is when the resources that were committed in the establishment stage are actually utilised so the relationship is managed and services are delivered. Four constructs are likely to influence the management of the relationship.

### 3.4.6.1 Benefits / outcomes

Benefits and outcomes from the commitment of resources are generated as the relationship is managed. The relationship needs to generate mutual benefits and outcomes for everyone in the relationship. The literature that identified benefits and outcomes as a construct that influenced the relationship was nearly universal in their explanation of the construct. Mutual benefits and outcomes generated from the relationship needed to meet everyone's needs. The relationships focus on the goals and the shared vision generated a positive result (Andereck, 1997; Birch, 1999; Borthwick, 1995; Cousins & Simon, 1996; Evans & Laskin, 1994; Fisher, et al. 2004; Fontenot & Wilson, 1997; Glover, 1999; Hudson & Hardy, 2002; Lasker, et al. 2001; Selin & Myers, 1995; Uhlik, 1995; Waddock & Bannister, 1991; Walker, 2000). The only points of minor differentiation were provided by Selin and Myers (1995) where the outcome was identified as addressing personal benefits; and Andereck (1997) where the outcome was identified as an operational characteristic.

The position of benefits / outcomes in the relationship development process is important as the relationship is being implemented and the services are delivered (Andereck, 1997; Fontenot & Wilson, 1997). Uhlik (1995) suggested that mutual benefits were important at the needs assessment and resource inventory stage of the relationship. For the purposes of this analysis, benefits / outcomes is positioned in the relationship management stage of the development process because this is where the services are delivered and the outcomes are generated. If the benefits / outcomes are not delivered at this stage then the value of the relationship would probably be seriously questioned. It is likely that benefits / outcomes is also an influential construct during the relationship evaluation stage.

---

C23. Benefits / outcomes is a construct that is defined as a positive result that is generated by the relationship's focus on goals and vision. The benefits / outcomes will be most important at the relationship management stage of the relationship development process and will also influence the relationship evaluation stage (Andereck, 1997; Birch, 1999; Borthwick, 1995; Cousins & Simon, 1996; Evans & Laskin, 1994; Fisher, et al. 2004; Fontenot & Wilson, 1997; Glover, 1999; Hudson & Hardy, 2002; Lasker, et al. 2001; Selin & Myers, 1995; Uhlik, 1995; Waddock & Bannister, 1991; Walker, 2000).

---

*3.4.6.2 Satisfaction*

Satisfaction is a construct that was only discussed in the relationship marketing literature. The emphasis on the commercial sectors of RM made this construct different to the literature from education partnerships, and health and community service partnerships where there was a greater emphasis on agencies entering a relationship to address a common opportunity that may relate to a third party. Evans and Laskin (1994) identified satisfaction as an outcome for both the customer and the supplier where the relationship was expected to generate outcomes between the two parties of an exchange. Both Fontenot and Wilson (1997) and Wetzels, et al. (1998) related satisfaction as a construct that impacted on the nature of commitment. However, Wetzels, et al. also related satisfaction to the consumers' judgement of their fulfilment in consumption. Wilson (1995) referred to how satisfaction was an indication of the degree that a business transaction met the business performance expectations of the partners. The common theme for the

explanation of satisfaction was that there was an evaluative judgement that the outcomes of the relationship were meeting partner expectations.

Wilson (1995) positioned satisfaction at the partner selection and defining purpose stage of the relationship development. Whereas, Evans and Laskin (1994) and Wetzels, et al. (1998) identified satisfaction as an outcome from the relationship that would occur in the delivery of the service. Satisfaction has been positioned as a construct that influences relationship management in the relationship development process because as the service is delivered there needs to be satisfaction among the partners and the consumers of the service that they may deliver. Satisfaction is also likely to influence the relationship evaluation stage of the development process.

C24. Satisfaction is a construct that is defined as the evaluative judgement that the relationship activities meet partner expectations. Satisfaction will influence the relationship development process from the partner selection stage through to relationship evaluation but it is most likely to have its impact at the relationship management stage (Evans & Laskin, 1994; Fontenot & Wilson, 1997; Wetzels, et al. 1998; Wilson, 1995).

*3.4.6.3 Quality*

Quality is a construct that was discussed at different levels in the literature. Within the health and community service literature, Meads, et al. ( 1999) indicated that the quality of the relationship between key players was crucial to the success of the relationship. Glover (1999) identified quality as one of the constructs that was likely to have an impact on the relationship but found that it was not an issue in his study of an inter-municipal recreation partnership.

Evans and Laskin (1994), Hudson and Hardy (2002) and Wetzels, et al. (1998) discussed quality as two different concepts. Functional quality related to the process used to deliver a service and how the agencies worked together. Technical quality related to the nature of the outcome of what was actually being delivered from the service generated from the relationship (Evans & Laskin, 1994; Hudson & Hardy, 2002; Wetzels, et al., 1998). For the purposes of this study the differentiated explanations of quality based on functional and technical quality were used.

Evans and Laskin (1994) identified functional quality had an impact at the inputs stage of the relationship development; technical quality (i.e., quality products) was at the outcome stage of the relationship development. Hudson and Hardy (2002)

indicated that the influence of quality processes and outcomes were part of the monitoring and review stage of the relationship. Wetzels, et al. (1998) did not strategically indicate functional quality or technical quality in their stages of the relationship development but infer that quality would have its greatest influence when the relationship was being managed and the outcomes of the relationship were being generated. For this analysis the position of both technical quality and functional quality is most important in the relationship management stage of the relationship development process. It is also likely that both these elements of quality have an impact on the relationship evaluation stage of the development process.

---

C25. Functional quality is a construct that is defined as the process by which the service is provided or delivered. Functional quality will influence the relationship development at the relationship management stage and relationship evaluation stage (Evans & Laskin, 1994; Hudson & Hardy, 2002; Wetzels, et al. 1998).

---

C26. Technical quality is a construct that is defined as the outcome of the service, i.e., what the customer is receiving from the service. Technical quality will influence the relationship development at the relationship management stage and the relationship evaluation stage (Evans & Laskin, 1994; Hudson & Hardy, 2002; Wetzels, et. al., 1998).

---

### 3.4.7 Relationship evaluation

7. Relationship evaluation
C27. Structural bonds / propensity to exit

The final stage of the relationship requires the partners to review the relationship to determine if the relationship is worth continuing. The decisions in the relationship evaluation lead to the dissolution of the relationship, further negotiation and strategy development, no further action, or the recognition of other opportunities that led to another commitment to pursue new relationships. The only construct that has not already been reviewed that would influence the relationship evaluation is structural bonds / propensity to exit.

### 3.4.7.1 Structural bonds / propensity to exit

Structural bonds / propensity to exit is a construct that relates to matters that evolve since the relationship became established that would impact on the likelihood

of the relationship continuing. Wilson (1995) described structural bonds as the forces that created impediments to the termination of the relationship. These impediments could be investments that had been made to support the relationship's goals that needed to generate a return before the relationship could be terminated. Fontenot and Wilson (1997) and Wetzels, et al. (1998) discussed the propensity to exit as the interest or expectation the agency had to remain in the relationship. This interest is usually related to the level of commitment the agency has to the relationship's goals. The concepts of structural bonds and propensity to exit have been combined as one construct for this analysis because they are closely related and captured both the 'costs' of remaining in the relationship and the more subjective 'interest' to remain in the relationship.

Wilson (1995) indicated that structural bonds was a construct that was important at the setting relationship value and relationship management stages of the relationship process. It was worth noting that Wilson (1995) did not have a stage that included any aspects of evaluating the relationship once it was managed. It is suggested that structural bonds / propensity to exit would influence the relationship at the relationship establishment, relationship management and relationship evaluation stages of the relationship development process. It has been positioned at the relationship evaluation stage because it is most likely to be an influence after the relationship has been delivering its outcomes so its value could be more effectively assessed.

C27. Structural bonds / propensity to exit is a construct that is defined as the partner's interest to remain in the relationship based on forces that create impediments to exit. Structural bonds / propensity to exit is likely to be most influential at the relationship evaluation stage of the relationship development process but it will also be a factor at the relationship establishment and relationship management stages (Fontenot & Wilson, 1997; Wetzels, et al. 1998; Wilson, 1995).

### 3.4.8 Final listing of relationship constructs

The final list of relationship constructs contains 27 items that were identified as being important in the development of relationships. Although a number of constructs were common to all three sectors of RM, education, and health and community services, some are unique to each area or not included in one of the sectors. For example, commitment, trust, and communication are common to all three

sectors, whereas quality is only mentioned in RM and H&CS literature, leadership and salient issue are only mentioned in education and H&CS literature. Table 3.1 provides the list of constructs, an explanation of each, and the key references in each of the three sectors. This list of the constructs was used as the basis to understand the factors that influenced the relationships between sport venues and sport associations. Chapter four provides a detailed explanation of the research objectives that relate to the constructs and provides a framework to explain how the constructs may impact on the range of relationships between sport venues and sport associations.

Table 3.1 Constructs that influence relationships based on the literature

| Construct | Explanation | RM references | Education references | Health and community service references |
|---|---|---|---|---|
| Acquiescence / adaptation – C13 | Tendency for one partner to alter its processes or policies to accommodate the other party | Evans & Laskin, 1994; * Fontenot & Wilson, 1997; Wilson, 1995 | Mulroy, 2004 | Andereck, 1997; Birch, 1999; Hudson & Hardy, 2002; Kunstler, 1997; Selin & Chavez, 1994; Selin & Myers, 1995 |
| Appropriate partners – C8 | Agencies and staff involved are appropriate, they have the necessary skills and expertise to address partnership outcomes. | | Tushnet, 1993 | Andereck, 1997; Hudson & Hardy, 2002; Selin & Myers, 1995; Waddock & Bannister, 1991 |
| Benefits / outcomes – C23 | Focus on stated goals and vision would generate a positive result | Evans & Laskin, 1994; Fontenot & Wilson, 1997 | Borthwick, 1995; Cousins & Simon, 1996; Fisher, et al. 2004; Saffu & Mamman, 1999; Tushnet, 1993 | Andereck, 1997; Birch, 1999; Glover, 1999; Hudson & Hardy, 2002; Lasker, et al. 2001; Selin & Myers, 1995; Uhlik, 1995; Waddock & Bannister, 1991; Walker 2000, |
| Clear plan and evaluation - C17 | A tangible focus for the partnership to know what they want to achieve, a specific process for resolving matters that are not clear and **t**o know how the project / partnership is progressing | Evans & Laskin, 1994 | Tushnet, 1993 | Andereck, 1997; Birch, 1999; Glover, 1999; Hudson & Hardy, 2002; Kanter, 1999; Selin & Chavez, 1994; Selin & Myers, 1995; Uhlik, 1995; Waddock & Bannister, 1991; Walker 2000 |

Table 3.1 continued

| Construct | Explanation | RM references | Education references | Health and community service references |
|---|---|---|---|---|
| Commitment – C22 | A willingness for partners to provide resources and effort from various levels to support the project | Evans & Laskin, 1994; Fontenot & Wilson, 1997; Wetzels, et al. 1998; Wilson, 1995 | Borthwick, 1995; Cousins & Simon, 1996; Mulroy, 2004; Tushnet, 1993 | Birch, 1999; Glover, 1999; Hudson & Hardy, 2004; Kanter, 1999; Smyth & Drelsma, 1998 |
| Communication – C3 | Willingness to provide information and negotiate in a variety of ways and settings to work towards the project outcomes | Evans & Laskin, 1994; Fontenot & Wilson, 1997; Pressy & Matthews, 2000 | Borthwick, 1995; Cousins & Simon, 1996; Saffu & Mamman, 1999; Tushnet, 1993 | Andereck, 1997; Crompton, 1998; Glover, 1999; Kunstler, 1997; Meads, et al. 1999; Selin & Chavez, 1994, Selin & Myers, 1995; Shaw & Allen, 2006 |
| Control – C10 | Willingness of partners to share the control of resources and the financial outcomes of the partnership | | Cousins & Simon, 1996; Saffu & Mamman, 1999 | Crompton, 1998; Glover, 1999; Uhlik, 1995; Shaw & Allen, 2006; Walker, 2000 |
| Cooperation – C20 | Each partner takes coordinated actions to achieve mutual outcomes | Fontenot & Wilson, 1997; Wilson, 1995 | | Andereck, 1997; Powell & Glendinning, 2002; Selin & Chavez, 1994; Uhlik, 1995 |
| Cultural / management styles – C1 | The operation and approach agencies use to undertake various tasks | Evans & Laskin, 1994 | Borthwick, 1995; Cousins & Simon, 1996; Saffu & Mamman, 1999 | Birch; 1999; Crompton, 1998; Kanter, 1999; Selin & Myers, 1995 |
| Functional quality – C25 | The process by which the service is provided or delivered | Evans & Laskin, 1994; Wetzels et al. 1998 | | Glover, 1999; Hudson & Hardy, 2002; s, et al. 1999 |
| Funding and resource allocation – C15 | Partners are expected to contribute staff time, expertise and finances to support the project development | | Borthwick, 1995; Fisher, et al. 2004; Mulroy, 2004; Saffu & Mamman, 1999; Tushnet, 1993 | Andereck, 1997; Birch, 1999; Crompton, 1998; Hudson & Hardy, 2002; Kanter, 1999; Kunstler, 1997; Lasker, et al. 2001; Selin & Chavez, 1994; Selin & Myers, 1995 |
| Interdependence / dependence – C12 | Agencies recognise the contribution that each other can make that will be mutually beneficial to achieve the projects goals | Fontenot & Wilson, 1997, Wetzels, et al., 1998, Wilson, 1995 | Bodinger-de Uriarte 1994; Borthwick, 1995 | Birch, 1999; Glover, 1999; Hudson & Hardy, 2002; Powell & Glendinning, 2002; Selin & Myers, 1995; Uhlik, 1995; Waddock & Bannister, 1991 |

Table 3.1 continued 104

| Construct | Explanation | RM references | Education references | Health and community service references |
|---|---|---|---|---|
| Leadership – C18 | Leadership skills cited as being important were motivation, commitment, enthusiasm, vision, patience, open mindedness, perseverance, and an ability to get people excited | Cousens, et al. 2001; Evans & Laskin, 1994 | Mulroy, 2004; Tushnet, 1993 | Andereck, 1997; Birch 1999; Hudson & Hardy, 2002; Lasker, et al. 2001; Selin & Chavez, 1994; Selin & Myers, 1995; Waddock & Bannister, 1991 |
| Power / parity – C9 | Concern with the participation and fairness in the relationship | Fontenot & Wilson, 1997; Wilson, 1995 | Borthwick, 1995; Fisher, et al. 2004; Kearney & Candy, 2004; Saffu & Mamman, 1999 | Birch, 1999; Lasker, et al. 2001; Meads, et al. 1999; Powell & Glendinning, 2002; Selin & Myers, 1995; Shaw & Allen, 2006; Waddock & Bannister, 1991 |
| Propensity for Risk Taking – C16 | Capacity to go out on a limb, bend the rules and push the envelope with special attention to rigid personnel and financial systems from government agencies | | | Andereck, 1997; Selin & Chavez, 1994 |
| Proximity – C6 | Close geographic access | | Borthwick, 1995; Mulroy, 2004 | Glover 1999 |
| Roles and Responsibilities – C21 | Breadth of knowledge of partners skills and contributions they can make | Evans & Laskin, 1994 | Borthwick, 1995; Cousins & Simon, 1996; Tushnet, 1999 | Glover, 1999; Hudson & Hardy, 2002; Meads, et al. 1999; Selin & Chavez, 1994; Waddock & Bannister, 1991 |
| Salient issue – C2 | Partnership requires an issue or problem that all partners agree warrants resolution. | | Kearney & Candy, 2004; Tushnet, 1993 | Andereck, 1997; Glover, 1999; Kunstler, 1997; Lasker et al., 2001; Selin & Myer, 1995; Waddock & Bannister, 1991; Walker, 2000 |
| Satisfaction – C24 | The evaluative judgment that the relationship activities meet partner expectations | Evans & Laskin, 1994; Fontenot & Wilson, 1997; Wetzel et al., 1998; Wilson, 1995 | | |

Table 3.1 continued

| Construct | Explanation | RM references | Education references | Health and community service references |
|---|---|---|---|---|
| Shared goals / values – C19 | A joint vision and beliefs regarding the appropriateness and direction of the project | Evans & Laskin, 1994; Fontenot & Wilson, 1997; Wilson, 1995 | Borthwick, 1995; Kearney & Candy, 2004; Saffu & Mamman, 1999 | Andereck, 1997; Crompton, 1998; Glover, 1999; Hudson & Hardy, 2002; Kunstler, 1997; Meads, et al., 1999; Selin & Chavez, 1994; Selin & Myers, 1995; Shaw & Allen, 2006; Smyth & Dreslma, 1998; Uhlik, 1995; Waddock & Bannister, 1991; Walker 2000 |
| Shared technology – C14 | The level that one partner values the technology that is provided by another partner in the relationship | Wilson, 1995 | | |
| Social bonds – C5 | The nature of the personal relationships that may influence how the partnership is held together | Wilson, 1995 | | Smyth & Drelsma, 1998; Uhlik 1995 |
| Structural bonds / propensity to exit – C27 | Partners' interest to remain in the partnership based on forces that create impediments to exit | Fontenot & Wilson, 1997; Wetzel et al. 1998; Wilson 1995 | | |
| Technical quality – C26 | Outcome of the service, i.e. what the customer is actually receiving from the service. () | Evans & Laskin, 1994; Wetzels, et al. 1998 | | Hudson & Hardy, 2002 |
| Time / continuity – C7 | Amount of contact and length of involvement in a relationship | Pressy & Matthews, 2000 | Borthwick, 1995; Cousins & Simon, 1996; Tushnet, 1993 | Andereck, 1997; Kunstler, 1997; Meads, et al. 1999; Selins & Chavez, 1994; Walker, 2000 |

106

Table 3.1 continued

| Construct | Explanation | RM references | Education references | Health and community service references |
|---|---|---|---|---|
| Trust – C11 | Belief that the partner in the relationship will act in a way to support the project's positive outcomes | Fontenot & Wilson, 1997; Pressy & Matthews, 2000; Wetzels, et al., 1998; Wilson, 1995 | Cousins & Simon, 1996; Fisher, et al. 2004; Tushnet, 1993 | Andereck, 1997; Birch, 1999; Crompton, 1998; Glover, 1999; Hudson & Hardy, 2002; Powell & Glendinning, 2002; Selin & Chavez, 1994; Selin & Myers, 1995; Shaw & Allen, 2006; Smyth & Drelsma, 1998; Uhlik, 1995; Waddock & Bannister, 1991; Walker 2000 |
| Uncertainty / comparison of alternatives – C4 | Confidence and predictability that project outcomes are best available through partners | Fontenot & Wilson, 1997; Kanter, 1999; Wilson, 1995 | | Kanter, 1999 |

* Note that Fotenot & Wilson (1997) incorporates the construct analysis from Anderson & Naurus; Shwyer, Shurr & Oh; Mohr and Spekman; and Morgan and Hunt.

Figure 3.11 identified the stage in the relationship development process where each construct was most likely to have its major impact. However, many of the constructs would also impact during other stages of the relationship development. These stages were mentioned in the discussion for each construct. Figure 3.12 provides the list of construct influences throughout the whole relationship development process. Although the stage in the relationship development process when the constructs have an impact is not a focus for the research, it does warrant consideration and is mentioned as a focus for further research in Chapter 9.

Figure 3.12 Influence of the relationship constructs through the relationship development process

| Construct \ Stage of process | Self understanding | Opportunity recognition | Partner selection | Negotiation and strategy | Partnership establishment | Relationship management | Relationship evaluation |
|---|---|---|---|---|---|---|---|
| 1. Cultural / management style | Main | Secondary | Secondary | Secondary | Secondary | | |
| 2. Salient issue | | Main | Secondary | Secondary | Secondary | | |
| 3. Communication | | | Main | Secondary | Secondary | Secondary | Secondary |
| 4. Uncertainty / comparison of alternatives | | | Main | Secondary | | | Secondary |
| 5. Social bonds | | | Main | Secondary | Secondary | Secondary | Secondary |
| 6. Proximity | | | Main | | | | |
| 7. Time / continuity | | | Main | Secondary | | | Secondary |
| 8. Appropriate partners | | | Main | | Secondary | Secondary | Secondary |
| 9. Power / parity | | | | Main | Secondary | Secondary | Secondary |
| 10. Control | | | | Main | | | |
| 11. Trust | | | | Main | Secondary | Secondary | Secondary |
| 12. Interdependence / dependence | | | | Main | Secondary | | |
| 13. Acquiescence / adaptation | | | | Main | Secondary | Secondary | Secondary |
| 14. Shared technology | | | | Main | Secondary | | |
| 15. Funding and resource allocation | | | | Main | Secondary | Secondary | |
| 16. Propensity for risk taking | | | | Main | Secondary | | |
| 17. Clear plan and evaluation | | | | Main | Secondary | | Secondary |
| 18. Leadership | Secondary | Secondary | Secondary | | Main | Secondary | |
| 19. Shared goals / values | | | | | Main | Secondary | |
| 20. Cooperation | | | | | Main | Secondary | |
| 21. Roles and responsibilities | | | | | Main | Secondary | |
| 22. Commitment | | | | | Main | Secondary | |
| 23. Benefits / outcomes | | | | | | Main | Secondary |
| 24. Satisfaction | | | Secondary | Secondary | Secondary | Main | Secondary |
| 25. Functional quality | | | | | | Main | Secondary |
| 26. Technical quality | | | | | | Main | Secondary |
| 27. Structural bonds / propensity to exit | | | | | Secondary | Secondary | Main |

| Key to shading | | Main stage of influence (green) | | | Secondary stages of influence (yellow) | |
|---|---|---|---|---|---|---|

## 3.5 Relationship outcomes

The final element to understanding relationships is to discuss the nature of the outcomes generated from successful relationships. On a purely intuitive level the outcomes that would be expected from positive collaboration between sport venues and sport associations would relate to increased business for the sport venues and more participation via increased programs and activities or more successful sport competitions for sport associations. Since limited research has explored relationships in the not-for-profit sport sector, it was deemed necessary to draw upon the literature

from relationship marketing, education partnerships, and health and community service partnerships to identify the relevant outcomes.

This section provides a summary of outcomes that the literature identified as achievements from relationships. Initially, the impact of relationship marketing is explained and this is followed by the more community-oriented outcomes that are more likely to be generated by education, and health and community service partnerships.

### *3.5.1 Relationship marketing outcomes*

The nature of the outcomes generated from relationship marketing were focused on the capacity to generate greater efficiency and effectiveness based on commercial measures (Sheth & Parvitayar, 1995b). The outcomes of the relationships were often categorised as increased value to the supplier and customer.

The supplier gained growth in sales and share of the customer's business (Walter & Gemunden, 2000), increased profitability (Evans & Laskin, 1994), customer loyalty (Cann, 1998; Evans & Laskin, 1994), value added outcomes (Gronroos, 2000) and a greater capacity to address problems in the relationship when there were claims, complaints or problems (Durvasula, Lysonski, and Mehta, 2000).

The customer side of the outcomes included satisfaction (Cann, 1998; Evans & Laskin, 1994), and greater certainty regarding the supply of necessary items based on simpler purchases, information processing, reduced risk leading to psychological comfort in the relationship (Sheth & Parvitayar, 1995b).

The outcomes based on relationship marketing reinforce the profit motives focus that would be appealing to commercially oriented sport venues where the imperative to generate financial gains would be paramount. Some of these outcomes would also be appealing to sport associations because there would be comfort to have secure venue usage arrangements and the potential to build their activities and programs based on collaboration with the sport venue. However, the not-for-profit sport sector is not only focused on the commercial outcomes of their operations. The literature from education partnerships, and health and community service partnerships provide a much wider range of outcomes that also have application for sport venues and sport association relationships.

*3.5.2 Education and health and community service partnerships*

Within the education, and health and community service sectors the relationships were usually working to achieve more than increased business. The education, and health and community service relationships have a range of outcomes that are much broader than those suggested by the commercially focused relationship marketing literature.

According to Henderson, et al. (2001), partnerships among various agencies in the community contributed to organisations' capacity to develop strategies and interventions to address wider participation in programs, as well as play a role in expanding the capabilities of the community, enhancing opportunities, and building a sense of community ownership and pride. Advocates of partnerships (e.g., Bodinger-de Uriate, 1994; LaPage, Vaske, & Donnelly, 1995; Lasker, et al., 2001; Selin & Chavez, 1993, 1994; Selin & Myers, 1995) proposed several positive outcomes of partnerships. However, most often in the education and health and community service literature these were just stated as being outcomes based on anecdotal reports. There is minimal research investigating whether these outcomes actually occur or are greater than would have accrued if the problem had been addressed without the use of partnership. Glendinning, et al. (2002) and Soska and Butterfield (2004) provide a variety of discussions regarding partnerships without a definitive discussion of the outcomes. In fact, Soska and Butterfield (2004) and Powell and Glendinning (2002) indicate that the definitive answers are not available and there is a need for further exploration of the literature and further research into partnerships. Nonetheless, many of the studies in the area of education, and health and community services have suggested that partnerships can be effective approaches to providing community programs (e.g., Bodinger-de Uriate, 1994; Dickson, et al. 2002; Hudson & Hardy, 2002; LaPage, et al., 1995; Lasker, et al., 2001; Mulroy, 2004; Selin & Chavez, 1993, 1994; Selin & Myers, 1995).

The proposed potential outcomes of partnerships are varied, and different ideas have been put forward. Advocates of partnerships suggest that partnerships can:

- enhance opportunities (Andereck, 1997; Henderson et al., 2001; LaPage, et al., 1995);
- build a sense of community ownership and pride (Henderson et al., 2001; LaPage, et al., 1995; Smyth & Drelsma, 1998);

- produce cost and other resource savings (Crossley, 1986; Selin & Beason, 1991);

- provide possibilities for increased revenue, funding, and resources (Bodinger-de Uriate, 1994; Crompton, 1998; Crossley, 1986; Fawcett, et al., 1995; Selin & Chavez, 1994; U.S. Department for Human Services, Centers for Disease Control [USDHSCDC], 1999; Uhlik, 1995);

- provide increased services (Bodinger-de Uriate, 1994; Cousins & Simon, 1996; Crossley, 1986; Lasker, et al., 2001; Smyth & Drelsma, 1998; Tushnet, 1993; Walker, 2000);

- increase community involvement and support (Crossley, 1986; Fawcett, et al., 1995; Selin & Chavez, 1994; Smyth & Drelsma, 1998; USDHSCDC, 1999; Walker, 2000);

- reduce service duplication or use of complementary resources (Crompton, 1998; Lasker, et al., 2001; USDHSCDC, 1999);

- enhance stability (Borthwick, 1995; Bodinger-de Uriate, 1994; Crompton, 1998; Fawcett, et al. 1995; Tushnet, 1993);

- enhance the legitimacy or credibility of one or more of the partners and the program (Andereck, 1997; Crompton, 1998; Fawcett, et al., 1995; Glover, 1999; Selin & Chavez, 1994; USDHSCDC, 1999);

- help develop new ideas and approaches (Borthwick, 1995; Bodinger-de Uriate, 1994; Cousins & Simon, 1996; Fawcett, et al., 1995; Glover, 1999; Lasker, et al., 2001; Smyth & Drelsma, 1998);

- provide more experience and knowledge to a program (Fawcett, et al., 1995; Glover, 1999; USDHSCDC, 1999);

- increase the capabilities of managers (LaPage, et al., 1995; Tushnet, 1993);

- assist in the development of cooperative marketing strategies (Cousins & Simon, 1996; Fawcett, et al., 1995; Selin & Beason, 1991);

- improve communication networks (Andereck, 1997; Bodinger-de Uriate, 1994; Cousins & Simon, 1996; Fawcett, et al., 1995; Glover, 1999; Selin & Beason, 1991);

- increase lobbying strength (Fawcett, et al., 1995; Lasker, et al., 2001; Selin & Beason, 1991);

- stretch scarce resources (Andereck, 1997; Selin & Chavez, 1994; Walker, 2000);

- increase organisational flexibility (Bodinger-de Uriate, 1994; Fawcett, et al., 1995; Glover, 1999; Selin & Chavez, 1994);

- share the power of leaders and other influential people (Fawcett, et al., 1995; USDHSCDC, 1999);

- provide increased awareness of the program to different areas of the community (Borthwick, 1995; USDHSCDC, 1999);

- reach more people (Borthwick, 1995; Fawcett, et al., 1995; Lasker, et al., 2001; Smyth & Drelsma, 1998; USDHSCDC, 1999); and

- assist in producing a bigger impact (USDHSCDC, 1999).

This range of possible outcomes can be best understood if they are classified according to those items that have an impact on the internal operations of the relationship and the outcomes that have an impact on the wider community external to the relationship. Internal operations would relate to relationship outcomes that contributed to benefits that had their main impact on the operations of the organisations involved in the relationship. Whereas, the external outcomes would relate to achievements beyond the partners in the relationship such that the community in which the relationship operated would benefit. The external outcomes would be key elements of social capital generated from the relationships. Table 3.2 provides a list of these outcomes according to the areas of impact.

Table 3.2 Relationship outcomes

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

All of the potential outcomes listed in Table 3.2 would be of great benefit to those wishing to develop sport programs in the community. However, as stated, many of these outcomes suggested in the literature are based on anecdotal reports. Very little research has been conducted to investigate whether relationships actually produce these outcomes (Tower, Gaskin, Morris & Spittle, 2003). There is a need to investigate the nature of the outcomes further but it is worth noting that Pansiri's (2006) discussion of strategic alliance evaluation suggested that management assessment of alliance performance was valid and acceptable. Consequently, management assessment of the outcomes of the alliances was viewed as a reasonable measure of the success of the alliance.

Although there are discrete differences between the range of relationship outcomes from relationship marketing and education and health and community services, there are also a number of overlaps. Outcomes such as producing savings, increasing funding and revenue, increasing services and reducing duplication could be considered as contributing to greater effectiveness and efficiency. These outcomes would be appealing to sport venues and sport associations that wanted to build and develop their programs. The broader community impacts such as developing community pride, increasing community involvement, increasing lobbying strength, reaching a wider range of people would also be attractive to sport venues and sport associations.

The relationship outcomes were used as the basis for part of the quantitative study where sport venues and sport associations rated their level of achievement of the outcomes attributed to their relationships. This section of the study addressed the limited research connected to the measurable outcomes identified by Tower, et al. (2003). Sport venues and sport associations were able to identify whether the relationship outcomes were applicable to their work with the sport venue or sport association and indicate the level of achievement that the relationship generated.

### 3.6 Chapter summary

Chapter 3 has provided an extensive review of literature starting with a rationale for why relationship marketing, education partnerships, and health and community service partnerships are applicable to this study. A framework for the development of relationships was developed in Section 3.3 where a seven stage process was developed that synthesised literature from these three industry sectors. This framework was used to position and explain 27 relationship constructs that would have an impact on the relationships between sport venues and sport associations. Finally, a range of outcomes were identified that have been associated with relationships from the three sectors.

Chapter 4 introduces a framework to put the constructs, relationships and outcomes into a context. This framework is used to guide the specific research questions that are explored in Part 2 of the thesis.

CHAPTER 4

FRAMEWORK FOR UNDERSTANDING THE RELATIONSHIPS BETWEEN
SPORT ASSOCIATIONS AND SPORT VENUES

| | |
|---|---|
| 1. Introduction | 4.1 Introduction |
| 2. Sport associations and sport venues in Australia | 4.2 Sport venue and sport associations relationships |
| 3. Relationship development and relationship constructs | 4.3 Relationship marketing principles guide collaborations |
| 4. Framework for understanding the relationships between sport associations and sport venues | 4.4 Role of government in the relationships |
| 5. Research methods | 4.5 Influence of education partnerships, and health and community service partnerships |
| 6. Qualitative study results | 4.6 Stages of relationship development |
| 7. Quantitative study results | 4.7 Other relationship impacts |
| 8. Discussion | 4.8 Synthesised framework and research questions |
| 9. Conclusion | 4.9 Summary |

4.1 Introduction

The previous chapters of the thesis have provided background to the sport
industry in Australia with a particular emphasis on the not-for-profit sport sector,
relevant background regarding the development of relationships, identified 27
constructs that influence relationships, and identified a range of outcomes that may be
generated from the relationships. The background information has identified that sport
associations and sport venues have potential relationships that will impact on their
capacity to develop their respective programs and services. The development of a
framework to explain the nature of what may be happening in these relationships is an
important stage of the research. The purpose of this chapter is to introduce a
framework that puts the constructs, the relationship development process, the range of
relationships, and relationship outcomes into context.

*4.1.1 Outline of chapter*

The chapter provides an overview of the development of the framework as it
has evolved. Initially, Section 4.2 explores a shift from using services marketing
literature to relationship marketing in order to explain some fundamental questions
about sport venues and sport association relationships. Section 4.3 introduces the
principles of relationship marketing by providing insights to what may influence the
relationships. Further exploration of the issues regarding the relationships is explained
in Section 4.4 where the complexity of the range of relationships is expanded to

include government because government provision of the sport venues was an important factor in the relationship. A wider understanding of the relationships is covered in Section 4.5 where additional constructs and outcomes are introduced to incorporate the ideas that sport venues and sport associations do not operate at only a commercial level. Education partnerships, and health and community service partnerships contributed additional constructs that influenced relationships and a more comprehensive range of items that were oriented towards internal and external outcomes. The stages of relationship development are summarised in Section 4.6 to put the development process into context. The last stage of the framework's development in Section 4.7 incorporates a range of other relationships at various levels that are also likely to have an impact on the relationship between sport venues and sport associations. The chapter concludes with a framework for understanding the nature of relationships between sport associations and sport venues with a particular emphasis on the aspects of the framework that are investigated in the current research.

The research aims are directed at understanding the range of constructs that influence the relationships between sport associations and sport venues, and the nature of the outcomes that the relationships generate. Section 4.8 addresses the research objectives and the hypotheses that are explored in the quantitative study.

## 4.2 Sport venue and sport association relationships

Initially, the matter of relationships between sport venues and sport associations was observed at a micro-level in a major sport venue in metropolitan Melbourne (Tower, 1999). The nature of the phenomenon observed is illustrated in Figure 4.1. The sport venue had a number of specific sports with whom it worked to deliver various programs and services. The sports conducted their training and competitions at the venue and the venue provided the various equipment, specialised venue requirements and whenever possible, expertise regarding the conduct of the various operations. Different types of relationships and subsequent consequences were observed in the operations of the venue. The venue's relationship with Association A was able to generate a range of positive outcomes that built the business of the sport and consequently the operations of the sport venue grew. However, the venue's relationship with Association B was very negative and included open antagonism that generated diminished activities for the sport association and consequently the venue. It should be noted that the two associations in this example

had complementary programs and services but the development of one's services did not have an impact on the other's operations. There was capacity for both sports to build their operations with the venue.

Figure 4.1 Sport venue and sport association relationships
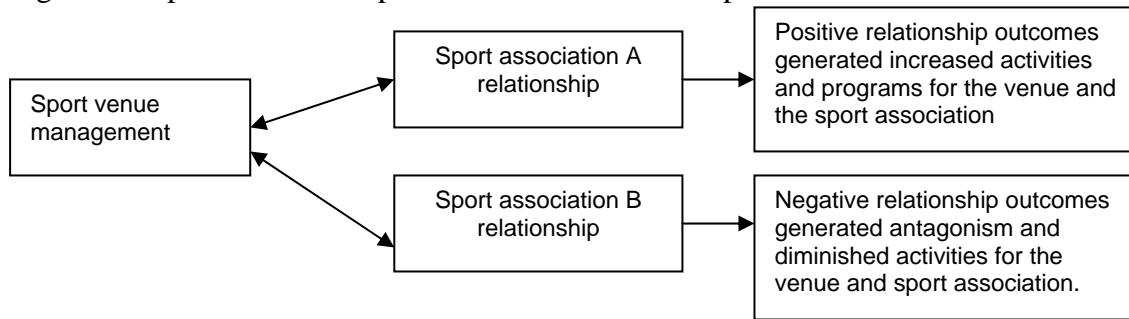


Initially, the principles of traditional marketing and service quality were used to try to understand the phenomenon that was being observed. During the search for principles to explain this phenomenon, literature about relationship marketing was discovered and it was used to provide an explanation of how the nature of the relationship was influenced by a range of factors (Tower, 1997). In particular, the sport venue's relationship with Association A was able to build very positive outcomes for both the venue and the sport association. This appeared to illustrate a key principle of relationship marketing where the collaborating partners are able to work together to create something that neither of them could generate on their own. The exact opposite was observed with Association B. Neither the sport nor the venue was able to work collaboratively and both their associated operations decreased in frequency and the range of business volume.

### 4.3 Relationship marketing principles guide collaborations

The application of relationship marketing principles was used to explain how sport venues and sport associations worked together. Figure 4.2 indicates that the nature of the relationship between sport associations and sport venues could be explained by understanding the influence of the relationship marketing principles.

Figure 4.2 Relationship marketing principles guide collaboration
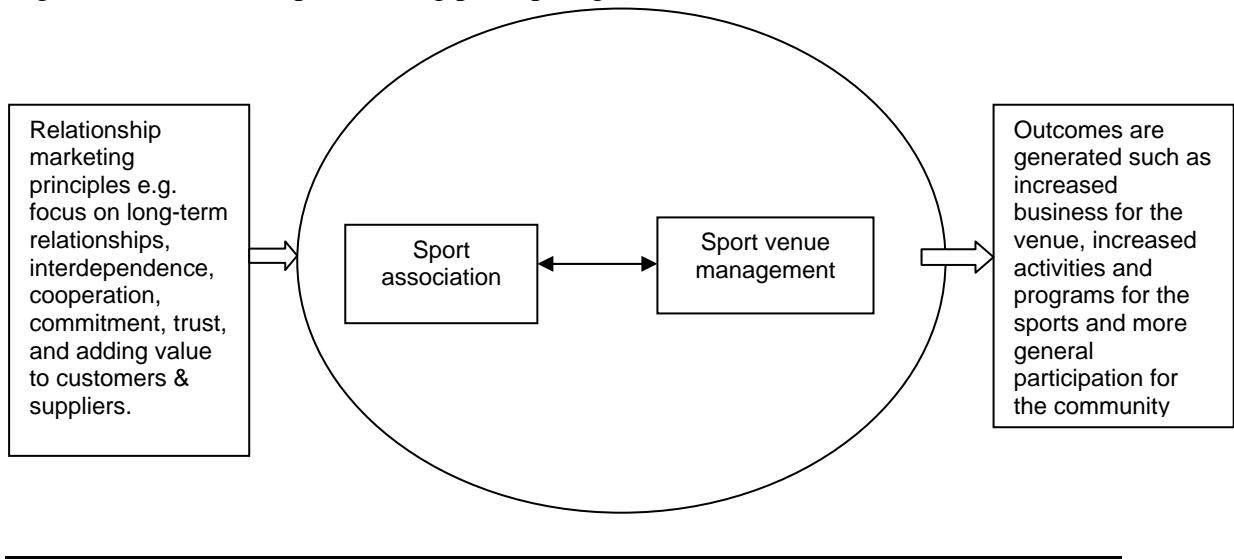


The potential for the sport venue and the sport associations to recognise their interdependence, and cooperating for the long-term illustrated the potential for the venue and association to add value to each other's operations. The relationship between the venue and the sport association highlighted what Gummesson (1999) called the customer's customer relationship. By the venue working more closely with the sport association, the sport association was able to better serve its members and other customers. The relationship marketing principles also helped to explain why some relationships were not successful. In particular, the absence of reciprocal trust and commitment (Morgan & Hunt, 1994) in the relationship with Sport Association B began to explain why the sport venue and the sport association were not able to work collaboratively.

The inclusion of increased participation for the community as part of the outcomes raised issues beyond relationship marketing's commercial focus to include wider community benefits. There was also recognition that a significant other partner in the relationship was government because of their role in the provision of facilities. This led to the next step in the framework's development to include government's role in facility provision.

4.4 Role of government in the relationships

The range of issues regarding the potential for relationship marketing principles to guide relationships between sport venues and sport associations were presented in 1998 as part of the International Federation of Park and Recreation

Administrator's Congress (Tower, 1999). Feedback from that presentation highlighted the need to also include government as an integral organisation in the relationship to deliver sport services.

Chapter 2 discussed the role of government in the sport industry. Within Victoria, and for most of Australia, government has a crucial role to play in the provision of sporting venues, especially for those that are used by many not-for-profit sporting associations. As stated in Chapter 2, Lyons (2001) indicated that the relationship between government and not-for-profit sport was based on government providing the sports grounds, pools and courts that are used by sport clubs and associations for their training and competition.

Further understanding of relationship marketing also began to focus on the role that key constructs had in shaping the relationships. Fontenot and Wilson (1997) provided a synthesis of some key studies in relationship marketing to identify a number of constructs that were likely to impact on the relationships. Fontenot and Wilson's constructs were combined with other information from other relationship marketing authors to identify a range of constructs that are likely to impact on the relationships. A focus on the constructs provided a clearer understanding of what is likely to influence the relationships. Consequently, the constructs became the key inputs to the relationships. Figure 4.3 incorporates these changes by including the relationship marketing constructs and the role of government in the framework.

Figure 4.3 Relationship marketing constructs guide the relationships
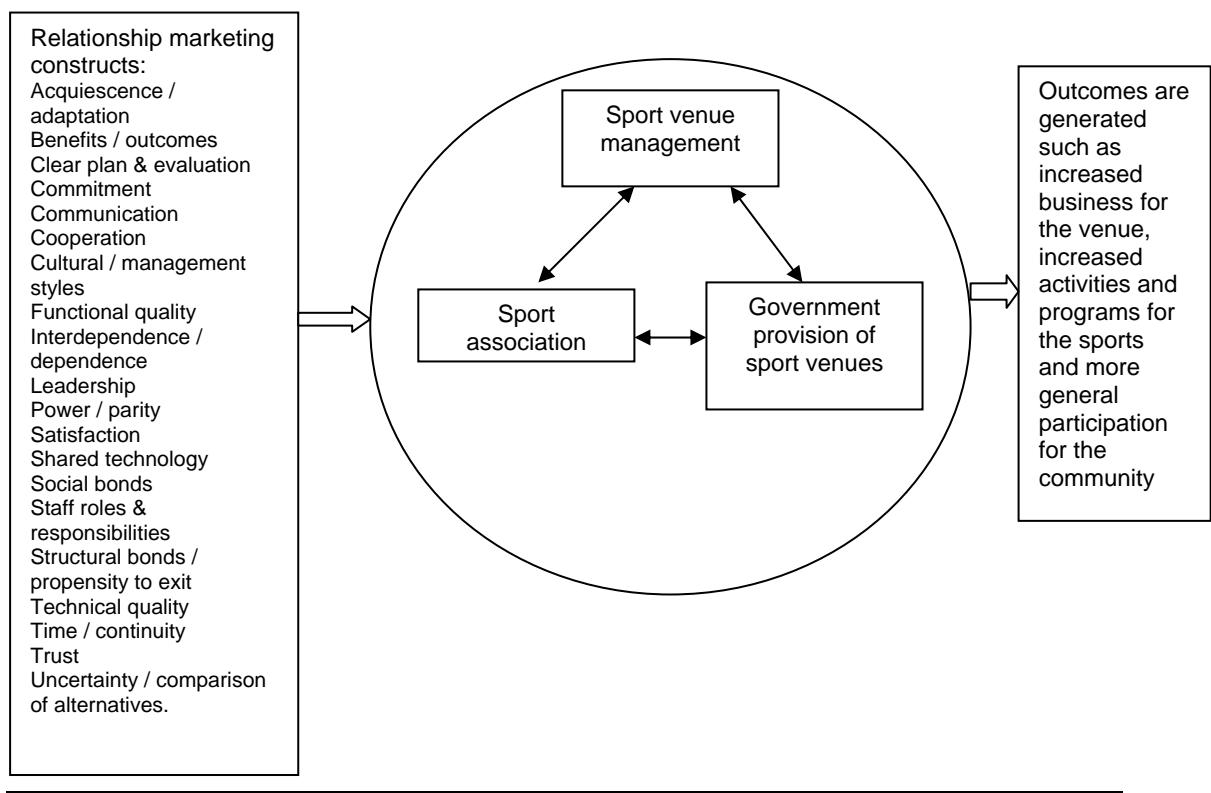


## 4.5 Influence of education partnerships, and health and community service partnerships

As the analysis of community sport and the application of the ideas from Figure 4.3 were explored, an understanding evolved that recognised sport relationships could address more than the commercial principles incorporated in relationship marketing. The capacity for the experience from education partnerships, and health and community service partnerships to contribute to the understanding of the relationship between not-for-profit sport and sport venues became apparent. The contributions to the framework from the education partnerships, and the health and community service partnerships impacted on the constructs that influenced the relationships and the outcomes that were generated from the relationship.

### 4.5.1 Impact on relationship constructs

As indicated in Chapter 3, the experience from education, and health and community service partnerships introduced a number of constructs that influenced relationships that were not found in the relationship marketing literature. For example, 'salient issue' was identified by Kearney and Candy (2004) and Tushnet (1993) from

the education sector and a range of health and community service sources identified the importance of this construct (Andereck, 1997; Glover, 1999; Kunstler, 1997; Lasker, et al. 2001; Selin & Myer, 1995; Waddock & Bannister, 1991; Walker, 2000). The literature from these two sectors also reinforced the application of key constructs such as benefits / outcomes, commitment, communication, etc. The framework in Figure 4.4 incorporates a more comprehensive list of constructs based on a wider range of references. The impacts of the education, and health and community service sectors not only contributed to the constructs that influence relationships, but also made a unique contribution to understanding the outcomes of the relationships.

### 4.5.2 Impact on relationship outcomes

Within the education, and health and community service sectors the relationships were usually working to achieve more than increased business such as increased community participation. The education, and health and community service relationships had a range of outcomes that were much broader than those suggested by the commercially focused relationship marketing literature.

The additional contribution of the education, and health and community service partnerships is incorporated in Figure 4.4's list of constructs and outcomes. The main contribution from these two sectors is the expanded focus on wider community based constructs and a much more community oriented range of outcomes.

## 4.6 Stages of relationship development

The framework that evolved from the reflections on the relationships between sport venues and sport associations needed to incorporate the stages that a relationship may take in its development. Chapter 3 provided a detailed explanation of the stages of relationship development based on the literature from relationship marketing, education partnerships, and health and community service partnerships. The seven step model presented in Figure 4.5 illustrates the stages of relationship development that the relationship may follow. The detailed presentation of this model was presented in Figure 3.10.

Figure 4.4 Influence of education partnerships and health and community service partnerships
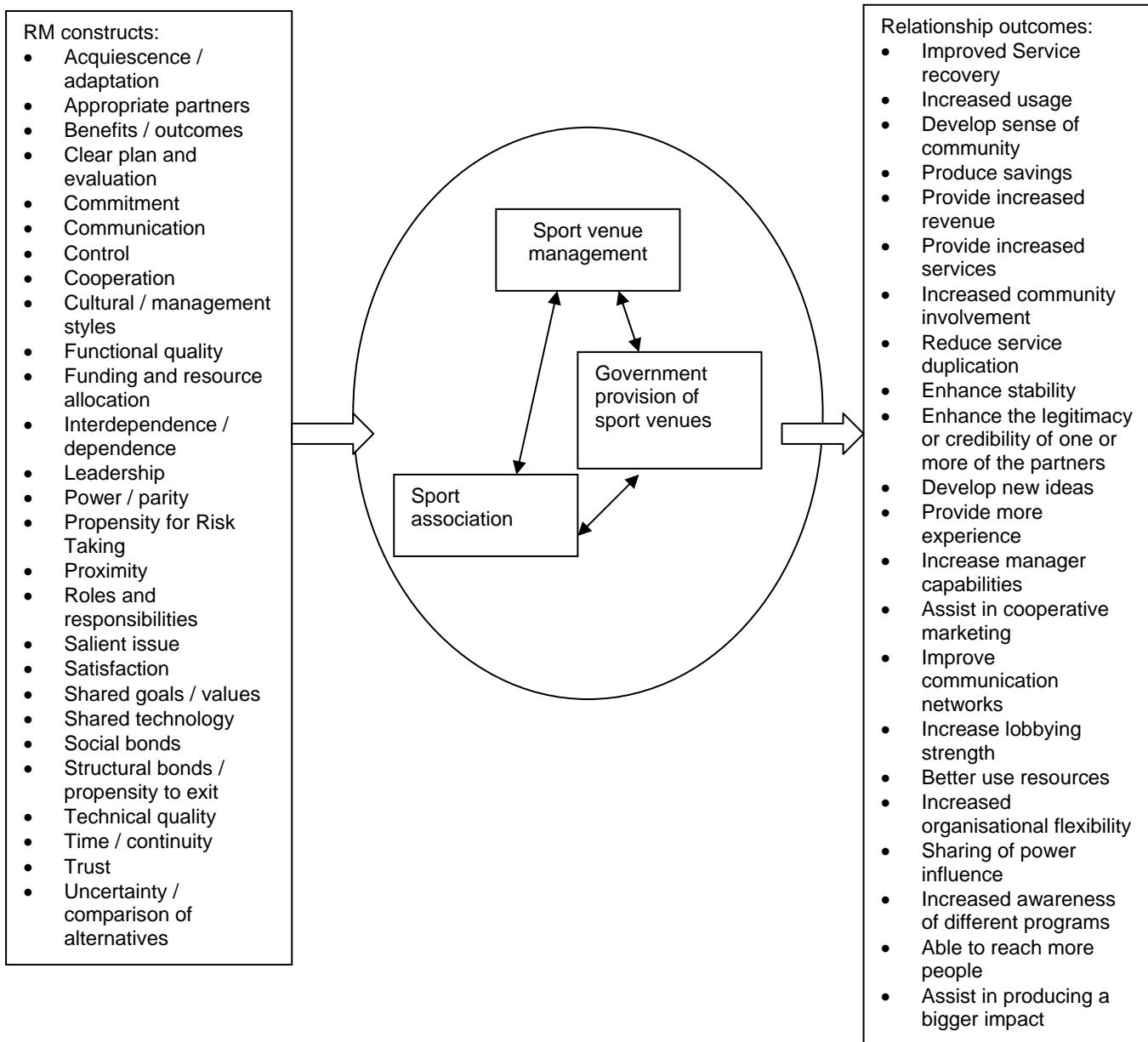


The potential application of this model is important to consider in the context of how sport venues and sport associations may move through the process. At the first stage of relationship development the sport venue and sport association need to understand what they individually want to achieve and recognise the resources available to pursue their aims. At the second stage either the sport association or the sport venue needs to recognise there is an opportunity to work with other organisations to build on existing transactions or to address issues or problems that they cannot manage on their own. The third stage of partner selection has either the

sport association or sport venue identifying its partner as having a common interest in building the relationship and / or having the resources to contribute to the relationship. At the negotiation and strategy stage the sport venue and sport association would need to enter into dialogue to determine how they could work together and provide value regarding the opportunity as well as meet their own goals. The fifth stage of relationship establishment occurs when the sport association and sport venue commit resources to pursue a mutually agreed opportunity. The partner establishment stage usually requires some level of documentation to outline the parameters of how the opportunity will be pursued as well as how the relationship will be managed. Relationship management requires both the delivery of services in relation to the opportunity as well as making steps to make sure the relationship was also meeting each other's expectations. The final stage of relationship evaluation would entail a review process, usually identified in the relationship establishment documentation, that determines if the opportunity warrants further attention. The outcomes from the relationship evaluation would determine if the relationship should continue, cease or lead to new opportunities.

Figure 4.5 Stages of relationship development

| 1. Self understanding |
| 2. Opportunity recognition |
| 3. Partner selection |
| 4. Negotiation and strategy |
| 5. Partnership establishment |
| 6. Relationship management |
| 7. Relationship evaluation |

The seven stages of the relationship development would be positioned between the constructs and the relationships in the framework and are illustrated in Figure 4.6.

Figure 4.6 Influence of stages of relationship development on framework



| RM constructs: |
| --- |
| • Acquiescence / adaptation |
| • Appropriate partners |
| • Benefits / outcomes |
| • Clear plan and evaluation |
| • Commitment |
| • Communication |
| • Control |
| • Cooperation |
| • Cultural / management styles |
| • Functional quality |
| • Funding and resource allocation |
| • Interdependence / dependence |
| • Leadership |
| • Power / parity |
| • Propensity for risk taking |
| • Proximity |
| • Roles and Responsibilities |
| • Salient issue |
| • Satisfaction |
| • Shared goals / values |
| • Shared technology |
| • Social bonds |
| • Structural bonds / propensity to exit |
| • Technical quality |
| • Time / continuity |
| • Trust |
| • Uncertainty / comparison of alternatives |

Stages of relationship development

1. Self Understanding

2. Opportunity Recognition

3. Partner Selection

4. Negotiation & Strategy

5. Partnership Establishment

6. Relationship Management

7. Relationship Evaluation

Sport venue management

Government provision of sport venues

Sport association

Relationship outcomes:
- Improved Service recovery
- Increased usage
- Develop sense of community
- Produce savings
- Provide increased revenue
- Provide increased services
- Increased community involvement
- Reduce service duplication
- Enhance stability
- Enhance the legitimacy or credibility of one or more of the partners
- Develop new ideas
- Provide more experience
- Increase manager capabilities
- Assist in cooperative marketing
- Improve communication networks
- Increase lobbying strength
- Better use resources
- Increased organisational flexibility
- Sharing of power influence
- Increased awareness of different programs
- Able to reach more people

4.7 Other relationship impacts

The final stage of the framework's development incorporated a number of other relationships that were likely to influence the key relationships among sport venue management, sport association delivery of services and government provision of sport venues. These other relationships are classified as secondary relationships and other influences.

*4.7.1 Key relationships*

The key relationships in the delivery of not-for-profit sport programs involve sport venue management, sport clubs / associations and government provision of sport venues. These three types of organisations were likely to interact at a number of

levels. Their relationships have the potential to be very collaborative, so they are able to support each other's developments and collectively build each other's programs as well as provide better services to their communities. These relationships were deemed to be the key relationships because government, sport venues and sport associations would have the fundamental impact on how the services were delivered. Unfortunately, experience and research suggests that the potential for beneficial collaboration is not always met (Tower, 1999).

### 4.7.1.1 Sport association delivery of services

Sport associations provide sport training, competitions and social activities to their local communities. Their relationships with government are often based on lobbying efforts for the provision and development of facilities as well as attempting to influence sport development policies. Although the relationship between sport associations and government is important to sport associations' operations, it is often only a factor when there is a particular issue such as a new sport venue requirement or major sport venue maintenance issues.

The relationship between sport associations and sport venue management is likely to cover a much wider range of interactions. The relationship at its most simple level is a tenant / landlord relationship where the sport venue provides access for the sport association to use the sport venue for training and competition purposes. The relationship at its more developed level would involve the sport association working collaboratively with the sport venue management to develop joint programs and services that will be of mutual benefit and serve the sporting needs of their local community.

### 4.7.1.2 Sport venue management

Within Victoria, indoor sport venue management is usually an independent operation that may be organised as a lease arrangement between the appropriate government authority and an independent contractor, or a contract situation where the sport venue management is appointed to manage the programs and activities of the sport venue within specific requirements of the government authority that owns the venue. In some instances, the government authority directly manages sport venues but even these are often expected to go through a tendering process via the rigors of Compulsory Competitive Tendering to demonstrate their capabilities to effectively

meet the management requirements of the government authority that owns the venue. The relationship between the sport venue management and government is usually guided by a contract or tender arrangement where the management group is expected to meet particular standards and report on their operations on a regular basis. The complexity of these arrangements can cover a variety of options where the contract arrangements are reviewed on a yearly or longer basis, to situations where the sport venue management is expected to report about its operations on a monthly basis.

Sport venues provide a range of programs and services. At the simplest level the venues operate as landlords to sporting and other community groups, such as schools, who use the sporting venue as their base for program delivery. Often, sport venues, especially those with gyms and pools provide their own programs and activities designed to cater for the sport and recreation needs of the local community. In many situations the sport venues will deliver their own programs as well as provide opportunities for local sporting associations and other community organisations to hire the venue for their activities. It is in the situation with both hire arrangements and direct program delivery that some venues will be competing with sport associations. The arrangements between the sport venue management and sport association delivery of services can be a landlord / tenant arrangement, a situation where they work together to assist in complementary programs and services, or they work in total collaboration where they are working in such a way that their operations are integrated into a single process. It is likely that the nature of the relationship type will influence the manner in which the relationship is managed and programs are developed.

### 4.7.1.3 Government provision of sport venues

Chapter 2 provided an explanation of government's involvement in the provision of sport venues. As mentioned in the previous sections, government was likely to have a range of relationship arrangements with sport venue management. They may be the venue manager or they may be involved in lease or contract arrangements.

The relationship between sport associations and government is somewhat more problematic. Usually sport associations are dependent on government authorities to provide the venues where they can train and compete in their sports. Sports

associations are often involved in lobbying efforts for the provision of new venues or pursuing other support such as venue maintenance.

The combination of the three types of agencies in the key relationships creates a situation that may be quite simple but in some circumstances the relationships are very complex. In some instances, sport venues are built by government to service the needs of community sporting associations but the sport venue management are more interested in delivering their own programs and services to generate a financial return to the detriment of the community sporting associations. There is much that needs to be understood regarding the complexity of these key relationships.

*4.7.2 Secondary relationships*

At a secondary level most of the other relationships are associated with sport venue management and may have an impact on how the sport association and sport venue management interact. There are a number of interactions at sport venues such as the general public, other users such as schools or other community groups, competition and other events that will impact on the key relationships. These secondary relationships have the potential to complement the service and program delivery at the key relationship level but they usually place more demand on the sport venue management that creates tension between the sports associations and the venue management. The model in Figure 4.7 illustrates this range of secondary relationships. These secondary relationships would have an impact on the sport venue and sport association relationships but since they are not a focus for this research, they will not be explored further here.

*4.7.3 Other influences*

There are other influences that will also impact on the key relationships. Environmental factors and issues, legislation, and industrial relations are elements that will impact upon how the key relationships can be managed. Legislation and local by-laws may determine or influence the nature of events and activities that may take place at particular sport venues and the activities of sporting associations. Factors such as liquor licensing or food handling regulations are likely to influence the manner in which sport associations conduct various activities at sport venues. This can be a particular issue when social activities are part of competitions and training. Legislation regarding rules of incorporation and legal status can influence the types of

127

contracts and legal arrangements that can be negotiated between sport associations
and sport venues.

Industrial relations arrangements, particularly related to over-award payments
to staff and penalty rates during different hours of operation, can put a strain on the
manner in which sporting associations and sport venues manage their relationships. If
competitions conducted late in the evening result in overtime payments, then there
may be cost impacts for the sport venue management that have to make extra payment
to relevant staff or the competition may be constrained by an inability to be
effectively completed. There may also be potential conflict between the paid staff
employed by the sporting venue and the volunteers associated with the sporting
associations. There are potential costs regarding how industrial matters are managed
and they may impact on the relationship between the sport venue management and the
sport association.

Although legislation and industrial relations are often considered as part of the
environmental factors and issues, there are other elements that may impact on the
relationship between sport venue management and sport associations. Standard
macro-environment factors and issues such as demographics, economics, natural
resources, technology and culture may impact on programs (Kotler, Adam, Brown, &
Armstrong, 2001). These factors may generate issues that can create opportunities for
sport associations and sport venue management to work more cooperatively, or they
may create situations where they generate conflict and relationships suffer.

Figure 4.7 provides a model that illustrates the other relationships that are
likely to impact on sport venue management, sport association delivery of services
and the government's provision of sport venues.

Figure 4.7 Other relationships that impact on the key relationships between sport venues, associations and government
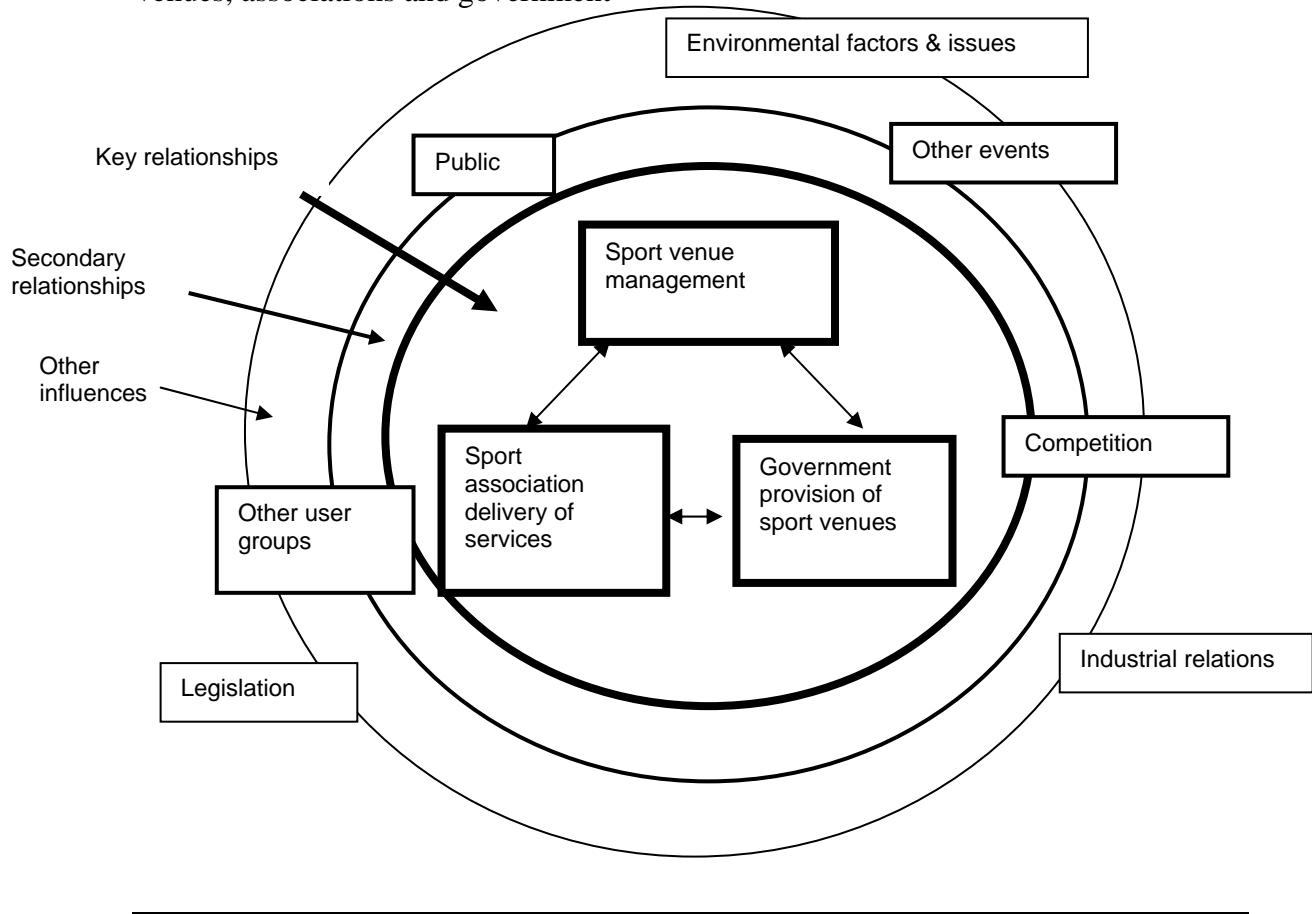


4.8 Synthesised framework and research questions

Figure 4.8 provides a synthesis of the previous sections to illustrate the framework that has been developed to explain the constructs, stages of relationship development, range of relationships and outcomes that are associated with relationships between sport associations and sport venue management. The constructs were drawn from the relationship marketing, education partnerships, and health and community service partnerships literature. These constructs are likely to influence how the relationships will be managed. The stages of relationship development also draw on the same bodies of literature to identify the different stages of development and the potential impacts on the nature of relationships between the various organisations. There is a range of relationships at three levels that impact on how sport venue management and sport associations deliver their services. At the fourth step of the framework, a range of outcomes may be generated by the relationships. These outcomes may make positive contributions to the operations of the sport

associations and sport venues but also make a contribution to the wider community's development of social capital.

The current research drew on the literature to explore a number of elements related to this framework. The chapter concludes by posing the research objectives for each of the sections of the framework. Research hypotheses, when relevant, were based on the research objectives. In particular the hypotheses tested the application of the relationship constructs and relationship outcomes for the sport venues and sport associations. Although the literature did not differentiate the application and impact of the relationship constructs and relationship outcomes among different groups, the hypotheses also tested whether there were differences in how groups of respondents rated and ranked the variables.

*4.8.1 Impact of the constructs on relationships*

A key research focus related to the application of the 27 constructs to relationships between sport associations and sport venues. The impact of the constructs was explored through a qualitative study and a larger quantitative study. This mixed methods approach is explained in detail in chapter 5. There were nine objectives that addressed the research aims.

Figure 4.8 Framework for understanding the nature of the relationships between sport associations and sport venue management in Victoria



**1. Constructs**

Literature from relationship marketing, education partnerships and community and health partnerships identified 27 constructs:

| |
|---|
| Acquiescence / adaptation |
| Appropriate partners |
| Benefits / outcomes |
| Clear plan and evaluation |
| Commitment |
| Communication |
| Control |
| Cooperation |
| Cultural / management styles |
| Functional quality |
| Funding and resource allocation |
| Interdependence / dependence |
| Leadership |
| Power / parity |
| Propensity for risk taking |
| Proximity |
| Roles and Responsibilities |
| Salient issue |
| Satisfaction |
| Shared goals / values |
| Shared technology |
| Social bonds |
| Structural bonds / propensity to exit |
| Technical quality |
| Time / continuity |
| Trust |
| Uncertainty / comparison of alternatives |

**2. Stages of Relationship Development**

Literature from relationship marketing, education partnerships and community and health partnership identified seven stages of development

1. Self understanding
2. Opportunity recognition
3. Partner selection
4. Negotiation & strategy
5. Partnership establishment
6. Relationship management
7. Relationship evaluation

**3. Relationships**

There are three Key Relationships that are joined in various ways. These are influenced by a range of Secondary Relationships and Other Influences.

**Key relationships**

**Secondary relationships**

Environmental factors and issues

Public users

Sport venue management

Other events

Sport association delivery of services

Government provision of sport facilities

Competition

Legislation

Other users

Industrial relations

Other influences

**4. Outcomes**

Literature from relationship marketing, education partnerships and community and health partnerships identified various outcomes:

| |
|---|
| Improved Service recovery |
| Increased usage |
| Develop sense of community |
| Produce savings |
| Provide increased revenue |
| Provide increased services |
| Increased community involvement |
| Reduce service duplication |
| Enhance stability |
| Enhance the legitimacy or credibility of one or more of the partners |
| Develop new ideas |
| Provide more experience |
| Increase manager capabilities |
| Assist in cooperative marketing |
| Improve communication networks |
| Increase lobbying strength |
| Better use resources |
| Increased organisational flexibility |
| Sharing of power influence |
| Increased awareness of different programs |
| Able to reach more people |
| Assist in producing a bigger impact |

*4.8.1.1 Importance and performance analysis of the relationship constructs*

A key focus of the research was the quantitative study that used an importance-performance analysis to rate and rank the constructs in order to determine which constructs were most important in the management of the sport associations and sport venues. Initially the importance-performance analysis was used to identify the constructs that were most important and needed the most attention in regard to their performance in the relationships (the research method for this analysis is explained in Chapter five).

The first research objective was to identify the range of relationship constructs that were important in the operation of the relationships between sport venues and sport associations. Initially, this research objective was explored via a qualitative study based on semi-structured interviews to explore the factors that influenced the relationships. The outcomes of the qualitative study were used to inform the quantitative study based on a survey of sports associations and the indoor sport venues in Victoria.

There were three hypotheses related to the first objective:

*H1a – Null Hypothesis*

There is no difference in the importance and performance rating of each of the relationship constructs.

*H1b – Null Hypothesis*

There is no relationship between the rating and ranking of the importance constructs.

*H1c – Null Hypothesis*

The importance constructs cannot be reduced to create a more parsimonious list of importance factors.

The second objective of the research was to measure the performance of the relationship constructs in the operation of the relationships between sport venues and sport associations. There was one hypothesis associated with this objective:

*H2a – Null Hypothesis*

The performance constructs cannot be reduced to create a more parsimonious list of performance factors.

*4.8.1.2 Differences between groups' ratings of relationship constructs*

Another research question was to determine if there were differences between the ratings of the importance and performance of the relationship constructs. Figure 4.9 illustrates the variables that were included to address differences between the ratings of the importance constructs and the performance of the constructs. Objectives three, four and five relate to six hypotheses.

Figure 4.9 Descriptive variables and importance / performance rating analysis
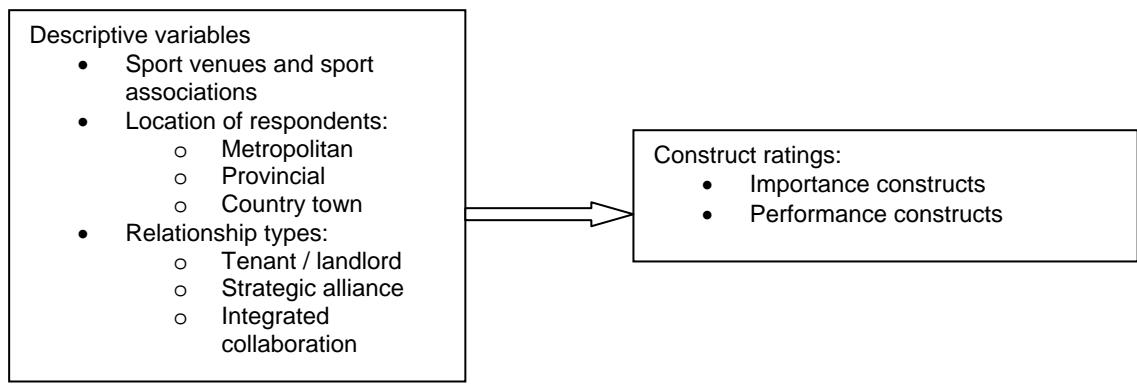


The third research objective was to determine the differences of the rating of the importance and performance of the relationship constructs between sport venues and sport associations. There were two hypotheses associated with this objective:

*H3a – Null Hypothesis*

There are no differences in the rating of the importance constructs between sport associations and sport venues.

*H3b – Null Hypothesis*

There are no differences in the rating of the performance constructs between sport associations and sport venues.

The fourth research objective was to determine the differences of the rating of the importance and performance of the relationship constructs based on the location of the respondents. The two hypothesis that addressed this objective were:

*H4a – Null Hypothesis*

There are no differences in the rating of the importance constructs among metropolitan, provincial and country town settings.

*H4b – Null Hypothesis*

There are no differences in the rating of the performance constructs among the metropolitan, provincial and country town settings.

The fifth research objective was to determine the differences of the rating of the importance and performance of the relationship constructs among the relationship types. The two hypotheses associated with this objective were:

*H5a – Null Hypothesis*

There are no differences in the rating of the importance constructs among the tenant / landlord, strategic alliance and integrated collaboration relationship types.

*H5b – Null Hypothesis*

There are no differences in the rating of the performance constructs among the tenant / landlord, strategic alliance, and integrated collaboration relationship types.

*4.8.2 Analysis of the relationship outcomes*

The other key aim for the research was to identify the outcomes that were attributable to the relationships. This research aim provided insights to the range of outcomes that were produced by relationships between sport venues and sport associations. The key question being explored was the range of outcomes that were produced by relationships. Descriptive statistics provided some insights regarding the outcomes. There were four objectives that related to this research aim.

The sixth research objective was to determine the connection between the relationship constructs and the relationship types. There were two hypotheses to address this objective:

*H6a – Null Hypothesis*

There is no relationship between the rating of the relationship constructs and the relationship outcomes.

*H6b – Null Hypothesis*

   The relationship outcome variables cannot be reduced to create a more parsimonious list of relationship outcomes.

*4.8.2.1 Differences between groups' ratings of relationship outcomes*

   The final group of research objectives were designed to determine if there were differences between the ratings of relationship outcomes. Figure 4.10 illustrates the variables that were included to address differences between the ratings of the relationship outcomes. Objectives seven, eight and nine relate to the final three hypotheses.

Figure 4.10 Descriptive variables and importance / performance rating analysis
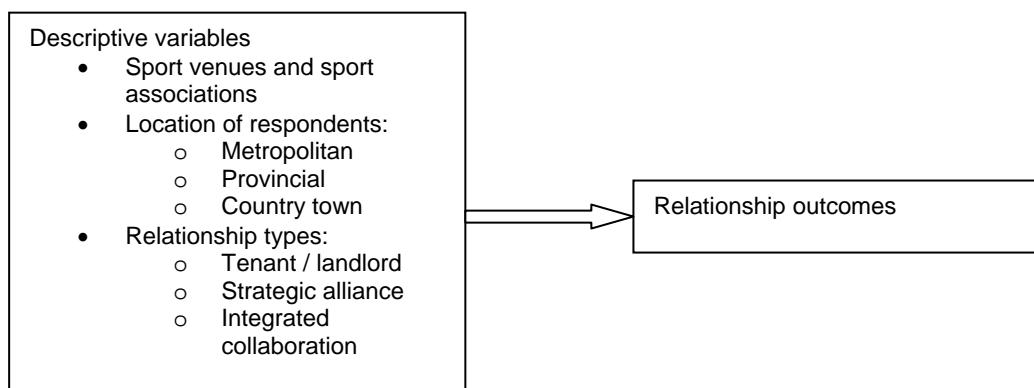


   The seventh research objective was to determine the differences of the ratings of the outcomes generated from the relationships between sport venues and sport associations. The hypothesis for this objective was:

*H7a – Null Hypothesis*

   There are no differences in the rating of the relationship outcomes between sport associations and sport venues.

   The eighth research objective was to determine the differences of the rating of the outcomes generated from the relationships based on the location of the respondents. The hypothesis for this objective was:

*H8a – Null Hypothesis*

   There are no differences in the rating of the relationship outcomes among metropolitan, provincial and country town locations of respondents.

The ninth research objective was to determine the differences of the rating of the outcomes generated from the relationship based on the type of relationship. The hypothesis for this objective was:

*H9a – Null Hypothesis*

There are no differences in the rating of the relationship outcomes among tenant / landlord, strategic alliance, and integrated collaboration relationship types of respondents.

### *4.8.3 Framework elements not investigated in this research*

There is much that could be explored regarding the elements of the framework in Figure 4.8. In particular, the stages of relationship development and the interactions among the key relationships, secondary relationships and other influences could be examined to understand the interplay among the various agencies. However, this study adopted a focus to gain a clear understanding of the constructs that impact on sport venues and sport association relationships, and the outcomes that these relationships generate. These other elements of the framework warrant further consideration and implications for further research are discussed in chapter nine.

### 4.9 Summary

Chapter 4 has discussed the evolution of a framework that explains the nature of the relationships between sport associations and sport venues. The framework is based on four main steps. Initially, a range of constructs was identified that were likely to influence the relationships. Secondly, the stages of relationship development were presented as a series of steps that leads to relationship establishment and its eventual evaluation. At the third step various relationships were explained based on key relationships, secondary relationships and other influences. Finally, a range of outcomes that may be generated from the relationships was identified. The main thrust of the research was to identify the constructs that have the most impact on the relationships between sport venue management and sport associations, and to identify the outcomes that were generated from the relationships.

This concludes Part 1 of the thesis. Part 1 has provided relevant background regarding the sport industry being investigated and the literature that relates to the relationships between sport venues and sport associations. Chapter 4 has drawn on the information from the preceding chapters to provide the framework for understanding

the nature of the relationships between sport associations and sport venues. The research objectives for this study have been presented so a better understanding of how sport venues and sport associations manage their relationships can be determined. Part 2 of the thesis addresses the research methods and the results of the research.

PART 2

RESEARCH METHODS AND OUTCOMES

CHAPTER 5

RESEARCH METHODS

| 1. Introduction |
| 2. Sport associations and sport venues in Australia |
| 3. Relationship development and relationship constructs |
| 4. Framework for understanding the relationships between sport associations and sport venues |
| 5. Research methods |
| 6. Qualitative study results |
| 7. Quantitative study results |
| 8. Discussion |
| 9. Conclusion |

| 5.1 Introduction |
| 5.2 Mixed method design |
| 5.3 Qualitative methods |
| 5.4 Quantitative study |
| 5.5 Methods summary |

5.1 Introduction

There are a number of research techniques that could have been applied in this particular study. Examples of research methods that have been used to understand relationships include Cousens, et al. (2001), who used interviews and document review to investigate the National Basketball League's use of relationship marketing; Wilson and Vlosky (1997) utilised qualitative and quantitative techniques to research manufacturer-distributor relationships; Morgan and Hunt (1994) conducted an empirical survey of tyre retailers; Selin and Myers (1995) utilised a mixed method study that included a qualitative study and a survey to investigate a regional recreation partnership; and Bodinger-de Uriarte's (1994) conducted a case study analysis to explore education partnership programs.

A pragmatic approach based on a mixed methods design was adopted for this research. The combination of qualitative and quantitative research approaches drew on the insights gained from the different sectors of relationship marketing, education partnerships, and health and community service partnerships.

Research ethics approval to conduct the interviews for the qualitative study and the questionnaire for the quantitative study was granted by the Victoria University Ethics Committee prior to any contact with respondents in the study.

### 5.1.1 Chapter overview

The purpose of this chapter is to explain the research steps and the rationale for their use so other researchers can approximate what has been undertaken (Esterberg, 2002). Section 5.2 provides an explanation of a mixed methods approach that utilised a qualitative study to inform the questions included in the subsequent quantitative study. The next section provides an explanation of the qualitative methods, and is followed by section 5.4 that explains the quantitative methods.  A summary of the research method is provided in section 5.5.

The qualitative study reviewed and determined the relevance of the constructs that were drawn from the literature review. These constructs and the relationship outcomes were the focus for the quantitative study that surveyed sport venues and sport associations. The combination of these two study methods provided a pragmatic framework that addressed the research objectives.

### 5.2 Mixed method design

An exploration of the literature regarding research design and research methods often presents information regarding the paradigm debate (Cresswell, 1994; Tashakkori & Teddlie, 1998). Consequently, the purpose of this section is to provide an explanation of why a pragmatic research method was adopted for this study. This will be followed by an introduction of a mixed method approach with an explanation of why this approach was best suited for the research about relationships between sport venues and sport associations.

### 5.2.1 Influence of paradigms

Paradigms are the worldviews or belief systems that influence the research process and particularly guide the choice of research methods (Guba & Lincoln, 1994). Traditionally, researchers were encouraged to select an overall paradigm to guide the study that would direct the research methods to be adopted. The paradigm options lie along a continuum with positivist empirically based research and constructivist qualitatively based research at opposite ends of the continuum (Cresswell, 2003). In more recent times the pragmatist paradigm evolved as a response to the debates in the paradigm wars (Tashakkori & Teddlie, 1998).

The pragmatist paradigm evolved from the debate between the positivist and constructivist paradigms as a set of principles that indicated the potential for the two

traditional paradigms to coexist. (Tashakkori & Teddlie, 1998). The pragmatist paradigm provides a framework where a mix of research methods is used to explore particular research questions. The two methods that are common to the pragmatist paradigm are 'mixed methods' where qualitative and quantitative approaches are used in the research in either a single study or a staged study, and 'mixed model' studies that combine the qualitative and quantitative approaches in many steps of the research process (Tashakkori & Teddlie, 1998).

*5.2.2 Application of mixed methods*

Cresswell (2003), Gratton and Jones (2004) and Tashakkori and Teddlie (1998) suggested that researchers could focus on the research question over and above the paradigm and use appropriate research methods to answer their research questions. In this study a mixed methods approach was deemed to be most appropriate because a contribution to the research questions could be answered by both qualitative and quantitative methods. Cresswell (2003) identified a mixed methods design that included a small qualitative study as the first phase and a second phase study based on a large quantitative study as a viable research approach. This approach was used in this study where a qualitative study was used to explore the relevance of the constructs in different settings and a quantitative study was used to identify the most important relationship constructs and the level of relationship outcomes that were being achieved.

The literature review identified 27 constructs that could be applicable in the development of relationships. The potential to apply these constructs in different settings and their relevance for different types of relationships needed to be explored to determine if the constructs could be applied in settings other than the sectors from which they were drawn. There was also a need to clarify the meanings of the constructs and determine if there were any other factors that influence a relationship. A qualitative study based on semi-structured interviews provided the best research approach because the combination of open questions regarding relationships and a response to the relevance of the constructs provided the opportunity to explore the research questions in a thorough manner. The outcomes of the qualitative study provided a very focused list of constructs that could then be further explored in the quantitative research.

The quantitative study surveyed sport venues and sport associations to focus specifically on the research objectives about the relationship constructs and relationship outcomes. A range of statistical tests explored differences between different sectors of respondents as well as the correlation between the importance and performance of different constructs compared to relationship outcomes. The quantitative study provided the bulk of the data that addressed the research objectives.

The combination of the qualitative and quantitative research approaches in this study provided a more thorough and complete level of analysis than either approach could do independently. The qualitative study provided a good link between the literature review and the quantitative study because it tested the relevance of the constructs and also provided more specific input based on a range of locally based respondents. The constructs explored in the quantitative study were based on the literature but they were refined by the qualitative investigation so the constructs were more relevant and the language in the questionnaire better reflected the Victorian setting. Each of these research approaches is further explained in the next two sections.

## 5.3 Qualitative method

The qualitative study comprised a series of semi-structured interviews designed to:

- Validate the relevance of the relationship constructs that were drawn from a range of sectors, i.e., relationship marketing (commercial relationships); education partnerships (commercial and community relationships); and community and health service partnerships (community – community relationships);
- Clarify the definitions of the relationship constructs; and
- Identify additional constructs / factors that may be relevant that were not identified in the literature.

The systematic approach for the qualitative study utilised the three stages of analysis as outlined by Miles and Huberman (1994) based on data reduction, data display, and conclusion drawing / verification. This section provides an explanation of how the qualitative study was completed by explaining the specific research procedures, the interviews, the research sample, data collection, and data analysis.

*5.3.1 Qualitative research procedures*

The qualitative study used a semi-structured interview format that explored the relevance of the 27 constructs identified in the literature. This process also clarified the meaning of the constructs and provided the opportunity for the respondents to discuss other factors that also influenced their relationships. Gillham (2000) indicated that the semi-structured interview, that included both open and closed questions, was the best approach for this type of research because of the flexibility that the interview provides. The interviews were tape-recorded, transcribed, and analysed using QSR Nvivo Version 2.0 qualitative analysis software. Coding of the interviews utilised both the start list of codes based on the constructs identified in the literature and open-codes based on the comments made by the respondents (Section 5.3.5 provides more detail regarding the coding process).

*5.3.2 The interview*

The interview structure adopted the principles as outlined by Fontana and Frey (1994) that included having a set introduction and sequence of questions, maintaining interviewer neutrality, minimising long explanations, and adopting a style of interested listening to motivate the respondents to provide relevant information. The interview structure followed the guidelines of Esterberg (2002) that recommended placing easier questions at the beginning of the interview, and making the questions open ended that worked to draw out the respondents' experiences. Although the interviews were tape recorded, the researcher also took notes during the interviews to record key points and observations regarding the interview.

*5.3.3.1 Interview pre-test*

Esterberg (2002) indicated that it was important to pre-test the interview structure in order to make sure the questions made sense and that the respondents would be able to answer the questions. The interview format was pilot tested with three workers involved in relationships outside the realm of this study to determine the appropriateness of the interview structure. After the interview format was tested, the researcher discussed the interview format to review any confusion or issues that the respondents had during the pilot study. All three respondents indicated that the interview structure was clear and they had no problems answering any of the

questions or providing comments regarding the relationship constructs. The interview structure was deemed acceptable after the pre-test.

### 5.3.3.2 The interview structure

The interviews were all conducted at the work places of the respondents to guarantee a more comfortable and familiar setting. Initially, the researcher introduced the nature of the research and the interview approach. All the matters regarding ethics and consent were explained according to the directions in the consent forms that were signed prior to the interviews.

The first question asked the respondent to share some comments regarding their current relationships. This question acted to focus the respondent on the idea of relationships and for them to discuss some of their current experiences with their partner agencies. The introductory question was also designed for the respondent to be able to easily discuss familiar situations and establish a relationship with the interviewer. Probing and clarifying questions were sometimes asked of the respondents to further understand the nature of their current relationships.

Once some familiarity was established, the researcher asked the respondent to comment on what makes a relationship "successful" and "unsuccessful". These questions were designed to provide the respondent with the opportunity to discuss factors that impacted on their current relationships. It was important to ask these questions prior to the exploration of the relationship constructs because the respondents' answers would be based on their current understanding of relationships and would not be influenced by any of the subsequent discussion of the relationship constructs.

After the general discussion of factors that influenced relationships was completed the researcher explained that a series of factors (constructs) had been identified that may impact on the success of a relationship. The respondents were asked to comment regarding the relevance of these constructs in their relationships. Each construct was reviewed by giving the respondents a card with the name of the construct, its explanation based on the literature review and the question regarding the relevance of that construct in their relationships. Respondents were encouraged to comment on the relevance of the construct and to add any additional comments regarding the construct and their relationships. The 27 constructs were reviewed in this way. The order of the presentation of the relationship constructs was changed

throughout the 17 interviews so there was no bias based on response fatigue in the comments about the relationship constructs.

Asking the respondents to provide additional comments regarding relationships completed each interview. The respondents were thanked and a brief explanation of how their comments were to be analysed was provided. The full structure of the interview format is available in Appendix 1.

*5.3.3 The qualitative research sample*

Purposive or purposeful sampling was used to select agencies from databases provided by state agencies. Patton (1990) indicated that purposeful sampling enables the researcher to select "information-rich cases" (p. 52) that best address the objectives of the study. Patton also suggested that a small sample size is adequate given the richness of the data provided.

The participants were drawn from different settings to reflect the sectors from which the literature was based. One database that was used identified community-based agencies that were part of partnerships that had received funding for the development of community programs. The bulk of these agencies were part of the health and community service sector. The other databases identified agencies from the education and professional sport sectors to generate the breadth of respondents that the study required.

The sample was spread across the following sectors:
- Business / commercial agencies, represented by:
  - Sport venues
  - Professional sport teams
- Education agencies
- Health and community service agencies including government, health and welfare services, and a community based sport association

Seventeen interviews provided a range of respondents that included two to three agencies from each of the four sectors and sub-sectors listed above. The range of respondents also incorporated metropolitan and regional perspectives.

The participants were professional workers, or supervisors, representing agencies within the sport, education, and health and community services sector. Five of the participants were from agencies based in regional Victoria, and the remaining 12 participants were from agencies based in the Melbourne metropolitan area. All of

the participants were either part of a partnership or had relationships with other
agencies in order to provide their services. Table 5.1 provides a summary of the
participants' agency attributes.

Table 5.1 Attributes of interview participant agency

| Agency Number | Industry Sector | Nature of Agency | Location |
|---|---|---|---|
| 1 | Health & community service | Government | Urban |
| 2 | Health & community service | Government | Regional |
| 3 | Health & community service | Community | Urban |
| 4 | Education | Government | Urban |
| 5 | Education | Government | Urban |
| 6 | Health & community service | Community | Urban |
| 7 | Sport | Commercial | Urban |
| 8 | Sport | Commercial | Urban |
| 9 | Sport | Commercial | Urban |
| 10 | Health & community service | Community | Urban |
| 11 | Sport | Commercial | Regional |
| 12 | Health & community service | Community | Urban |
| 13 | Health & community service | Government | Regional |
| 14 | Sport | Community | Regional |
| 15 | Health & community service | Government | Regional |
| 16 | Health & community service | Community | Urban |
| 17 | Health & community service | Community | Urban |

*5.3.3.1 Interview participant attributes*

The three attributes of industry sector, nature of agency and location were
used to describe the interview participant agency. These attributes provided a capacity
to further explore the data generated from the interviews. However, for the purpose of
this research the particular attribute analysis was not necessary.

The industry sector attribute was used to describe the setting in which the
agency operated. The values for this attribute represent the sectors of the literature
that informed the constructs. The 'health and community service' agencies included
health, welfare, and general community services such as recreation programs.
'Education' agencies included respondents who worked in education institutions.
'Sport' agencies were represented by predominantly professional sporting clubs and
sport venues that all operated with business operations as their main focus (there was
also one community based sport association).

The nature of the agency attribute was used to describe whether the agency
was a government organisation, a community based organisation, or a commercially
oriented agency. The 'government' agencies were all from local government.
'Community' attribute was used to describe agencies that operated in the not for profit
sector. 'Commercial' agencies were the professional sporting clubs and the sporting

venues that operated using business principles to assist them to generate commercial outcomes.

The location attribute was used to describe the geographic setting of where the agency operated. The 'urban' agencies operated in the Melbourne metropolitan area. The 'regional' agencies operated outside the Melbourne metropolitan area, these agencies were spread across the state of Victoria.

Initially, letters and consent forms were sent to the respondents inviting them to participate in the study. Several days after the letters were sent, a follow-up phone call was made to set a time for the researcher to visit the respondents at their work place.

### 5.3.4. Data collection

Esterberg (2002) and Huberman and Miles (1994) indicated that it was important to have systematic approaches to data collection, storage, and retrieval. In particular, it was recommended to maintain hard and electronic copies of the interviews. All the interviews were initially transcribed verbatim and then converted to electronic files that could be analysed using QSR Nvivo Version 2.0 qualitative analysis software. Transcripts of the interviews have been stored electronically for further clarification if necessary.

### 5.3.5. Data analysis

Each interview and set of field notes was reviewed individually to become familiar with the data. The interview coding process began once the researcher was familiar with the data. Initially, a start list of codes was created based on the range of constructs generated from the literature review. Miles and Huberman (1994) indicated that the start list of codes could be based on a "conceptual framework, list of research questions, hypotheses, problem areas, and / or key variables that the researcher brings to the study" (p. 58). The interviews were reviewed and coded to either the starting list or new open codes were formed in the process. In particular, open codes were generated based on the comments from the respondents rather than automatically relating the comments directly to the construct list. As well as coding all the interviews, memos were documented to note particular insights and ideas regarding the data analysis. Definitions for each of the open codes were recorded as a mechanism to recall how a particular code was generated. A research logbook, as

recommended by Esterberg (2002), was kept throughout the qualitative data analysis to keep the data organised and to record particular insights and the development of the data analysis.

*5.3.5.1 Data coding and matrix development*

The data coding process proceeded through a number of steps as explained by Esterberg (2002), Huberman and Miles (1994) and Gratton and Jones (2004). The open coding process reviewed the interviews line by line and made note of matters that related to the start list of codes and created new codes as the understanding of the data proceeded. Once all the interviews were reviewed, coded and analysed the researcher reviewed each of the codes to better understand the examples of comments that related to the codes and to begin the development of relevant themes. Focused coding was used to further review the data to identify the comments and ideas that fit within the various themes. The focused coding was then used to develop matrices and networks to further illustrate the findings and provide a more focused approach for analysis.

Miles and Huberman (1994) indicated that although traditionally qualitative data have been presented as narrative text, that "better displays are a major avenue to valid qualitative analysis" (p. 11). Consequently, matrices and networks were used to display the data and add meaning to the commentary that was collected in the interviews. The research questions were used to guide the development of the matrices and networks. In particular, matrices were developed to illustrate the responses to the constructs, and networks were developed to illustrate the factors and themes that related to the open codes that were not as clearly associated with the constructs.

*5.3.5.2 Use of qualitative data analysis software*

Traditionally qualitative researchers have proceeded through the research steps of transcribing interviews, writing field notes, and using the "paraphernalia of pens, paper, photocopies, filing cards, coloured markers and floor or wall" (Gibbs, 2002, p. xxi) to illustrate the data codes and identify themes in the data analysis process. QSR Nvivo Version 2.0 qualitative data analysis software was used for the data analysis process. Nvivo was used to review the interview text, code the data by assigning text to free nodes, build tree nodes that connect the free nodes into themes, reviewing the

tree nodes (themes) for consistency, and proceeding through the qualitative data analysis to produce the data presented in chapter six.

Gibbs (2002) indicated that the use of computer-assisted qualitative data analysis software, such as Nvivo, makes data analysis easier, more reliable, more accurate and more transparent. Esterberg (2002) credited the qualitative software as useful because of its capacities for data storage and retrieval. The use of Nvivo for this study made the manipulation and analysis of the data easier, but the key to the data analysis was the systematic approach that was adopted. As noted by Gratton and Jones (2004) the use of the software has merit but this is still no substitute for processing the data in a systematic and thorough manner, whether it is with a computer or a manual approach.

### 5.3.6 Conclusion

The qualitative study generated a range of data that was used to inform the quantitative study and to address the research aim of understanding the factors that underpin the relationships. The process of data reduction, data display, and conclusion drawing / verification generated a revised list of constructs with more informed explanations that were the basis of the survey distributed to sport associations and sporting venues. The outcomes from the qualitative study also provided useful insights about the operations of relationships that were not gained from the questionnaire approach.

### 5.4 Quantitative study

The quantitative study used a survey method designed to:

- To identify the importance of the constructs in the operation of relationships between sport venues and sport associations;
- To assess the performance of the constructs in the operation of relationships between sport venues and sport associations;
- To determine the differences in the importance and performance of the relationship constructs:
  - o between sport venues and sport associations,
  - o between metropolitan, and regional settings,
  - o between relationship types;

- To explore the relationships between the relationship constructs and relationship outcomes; and
- To determine the difference in the ratings of the relationship outcomes:
  - between sport venues and sport associations,
  - between metropolitan, and regional settings,
  - between relationship types.

The systematic approach for the quantitative study utilised the principles of survey research based on a postal questionnaire to sports associations and indoor sport venues. A quantitative survey was deemed to be the most appropriate method to address the research objectives because it was able to collect responses from a wide number of sport associations and sport venues. A survey method was also able to provide quantifiable results that were used to measure the results of particular research questions and statistical tests were used to explore the differences among a range of respondent types.

Other research approaches such as a multiple case study were considered to explore the research objectives but the quantitative survey instrument was deemed to be the most appropriate. The quantitative study using a survey instrument had a greater capacity to collect data from a wide range of respondents that would provide more diverse responses that could be explored via a range of statistical procedures.

This section provides a review of the survey method based on Cresswell (2003) with an explanation of the design of the survey, determination of the variables in the study, development of the instrument, a description of the population and sample, a pilot study, and the process for data analysis.

*5.4.1 Survey design*

The quantitative stage of the research used a survey instrument distributed to sports associations and sport venues. The survey instrument was designed to explore the rating and ranking of the range of constructs that impact on their relationships, and to explore the nature of the relationship and the outcomes generated from the relationship. The questionnaire provided the opportunity to identify the most important constructs in the relationships and to see how various constructs were performing in different types of relationships and to see how different construct

ratings and rankings compared to different relationship outcomes. The approach for conducting the survey was a postal questionnaire.

A postal questionnaire was deemed to be the most appropriate method to collect the data because, as Gratton and Jones (2004) and Zikmund (1997) indicated, there was the potential to collect data from a geographically dispersed group; the cost of conducting the survey was less with a postal questionnaire than the other survey approaches; there was likely to be less bias in the responses; the respondents remained anonymous; the respondents had more time for the completion of the questionnaire and could comfortably reflect on their answers; and the data could be presented in a very structured format that made analysis easier. The survey was developed and carefully managed to capitalise on these advantages.

The potential disadvantages of the postal questionnaire were also recognised. Issues about complex questions were minimised by a thorough testing of the instrument through a pilot study process and adapting a questionnaire instrument that had been successful in a previous study. The questionnaires were sent to the key contacts in each agency that was surveyed but they were also invited to distribute additional questionnaires to other relevant staff in their organisation to enhance the likelihood that the questionnaire was completed by respondents who were familiar with the issues in the survey. Finally, the potentially low response rate was minimised by a rigorous system of pre-notice, follow-up, gaining letters of support and assistance from the state agencies relevant to the respondents, and having an easy process of questionnaire returns based on reply paid envelopes.

### 5.4.2 Variables in the study

The variables in the study related specifically to the objectives of the research. Each section provided an opportunity to not only gain a better understanding of how relationships were managed but also provided the opportunity to explore the correlations and connections between the various questions. Table 5.2 provides a summary of the variables, the research questions, and the items on the survey. A copy of the questionnaire is provided in Appendix 2.

Table 5.2 Variables, research questions and items on the questionnaire

| Variable name | Research question | Item on questionnaire |
|---|---|---|
| Independent variables – Agency profile | Respondent profile | Section 1 – Questions A, B, & C. |
| Dependent variables – construct importance and performance | What are the constructs that are important in the operation of the relationships? How well are the constructs performing in the relationships? | Section 2 – Questions A to W. |
| Dependent Variables – Overall analysis | How well is the relationship performing overall? What relationship constructs are ranked as the top three in importance? | Section 2A – questions A to D3. |
| Dependent variables – relationship outcomes | What is the relationship between the constructs and relationship outcomes? | Section 3 – questions A - V |
| Independent variables – nature of the relationship between the sport association and the sport venue | Relationship type | Section 4 – questions A & B. |

*5.4.3 Instrumentation*

The instrument for the research was designed specifically for this study but was based on a design that was originally developed by Tower, Gibbs, Jago, and Deery (2001). This previous study explored the impact of relationship constructs among community agencies that had participated in a funded recreation program. This survey utilised an importance – performance analysis of 24 relationship constructs that were deemed to be relevant in the management of relationships. Although the sample for this earlier study was relatively small (n = 67 that represented a response rate of 39%) the questionnaire was successfully completed and the importance – performance structure demonstrated a capacity to differentiate various constructs based on different relationships (Tower, Gibbs, Jago, & Deery, 2001).

*5.4.3.1 Agency profile*

As indicated in Table 5.2 the questionnaire was divided into four sections. Initially, the survey requested the respondents to provide some agency profile information such as the nature of the venue or sport, geographic location, job title of respondent. These data were used to gain a profile of the respondents and to provide the opportunity to explore differences between different respondent groups through various statistical tests. Although Gratton and Jones (2004) indicate it is best to ask these types of personal questions last, it was decided to ask them first so these relatively easy questions could be at the beginning of the questionnaire.

*5.4.3.2 Importance – performance analysis of constructs*

The second section of the survey requested the respondents to rate the importance and performance of each of the constructs that were identified in the qualitative study. The definition based on the data collected in the qualitative study was provided for each of the constructs. The importance rating provided the opportunity to identify which constructs were rated as most important in the overall listing. Respondents were also asked to rate the performance of each construct in relation to their best relationship and their worst relationship (if they had more than one sport or club relationship). An example of the question format is provided in Figure 5.1. The differences between the best and worst performances provided another level of analysis to further clarify how different constructs performed in different relationships but these results are not reported in this research. The order of the variables was adjusted for different mail outs to minimise the impact of question order bias.

Figure 5.1 Example of construct importance – performance question

| **A. Commitment** – A willingness for partners to provide resources, effort and time from various levels to support the project. | | |
|---|---|---|
| **Importance of this factor on relationships** | **Performance of this factor on your best (or only) club relationship** | **Performance of this factor on your worst club relationship** |
| Not Important      Extremely Important | Very Poor Performance      Excellent Performance | Very Poor Performance      Excellent Performance |
| 1  2  3  4  5  6  7 | 1  2  3  4  5  6  7 | 1  2  3  4  5  6  7 |

Section 2A (this section of the survey was divided into two parts to make its administration clearer) asked a series of questions to gain a better understanding of the overall impact of the relationships; and, to rank the top three constructs to gain a better understanding of which constructs were most important. The question that asked the respondents to rank the top three constructs provided an opportunity to further clarify the importance because it was likely that each construct would be rated at a relatively high level of importance because both the literature and the qualitative study indicated that all constructs influenced the relationships. The data from the ranking of the top three constructs were also incorporated on the IPA Grid.

Introduction to IPA

The questionnaire utilised importance-performance analysis (IPA) as a technique to explore the relationship constructs. Given that this was a major tool for the design of the questionnaire and the associated analysis it is necessary to review a range of relevant matters regarding the IPA. Initially, relevant background is provided to explain IPA and the decisions regarding its application in this study. This includes an explanation of IPA with a rationale for why a technique that was usually associated with assessing service delivery has been applied to gain an understanding of the relationship constructs. This is followed by a number of relevant issues, for example, where to set the midpoints for the IPA grids, and decisions regarding how the data are presented.

IPA was introduced by Martilla and James (1977) as a technique to evaluate the elements of a business's marketing efforts. Since IPA's introduction 30 years ago it has been utilised in analyses of service quality, travel and tourism, leisure and recreation, education and healthcare marketing (Oh, 2001). The appeal to IPA is its ease of application and the approach to presenting the data so it can be used to guide strategic directions (Bacon, 2003; Crompton & Duray, 1985; Guandagnolo, 1985; Hollenhorst, Olson & Fortney, 1992; Hawes & Rao, 1985; Levenburg & Magal, 2005; Martilla & James, 1977; Oh, 2001; Ritchie, 1998; Ritchie & Priddle, 2000; Skok, Kophamel, & Richardson, 2001).

IPA is a survey technique that consists of five steps as illustrated in Figure 5.2. First, a set of critical elements or attributes that are to be investigated are identified. These critical elements form the basis of the questionnaire. Secondly, a questionnaire using a numerical or Likert scale is used to obtain ratings for the importance and performance of each element. Then, these data are used to obtain the means of each element for the sample and specific groups (if relevant). The fourth step of the process is to plot the mean scores on an I-P grid with the importance scores on the vertical axis and the performance scores on the horizontal axis. The final stage is to use the I-P grid to inform management decisions regarding the elements that require additional attention (Skok, et al. 2001). The capacity to consider both the importance and performance ratings on the I-P grid is a key feature because it is possible to observe the importance and performance ratings simultaneously and it provides a means to see how the various attributes are placed on a grid based on four quadrants.

Figure 5.2 Steps in constructing an I-P grid

Identification of critical elements

Importance and performance ratings obtained for each element

Means obtained for specific groups

Means plotted on I-P maps

Inspection of I-P maps leads to managerial implications"
(Skok, et al., 2001, p. 410)
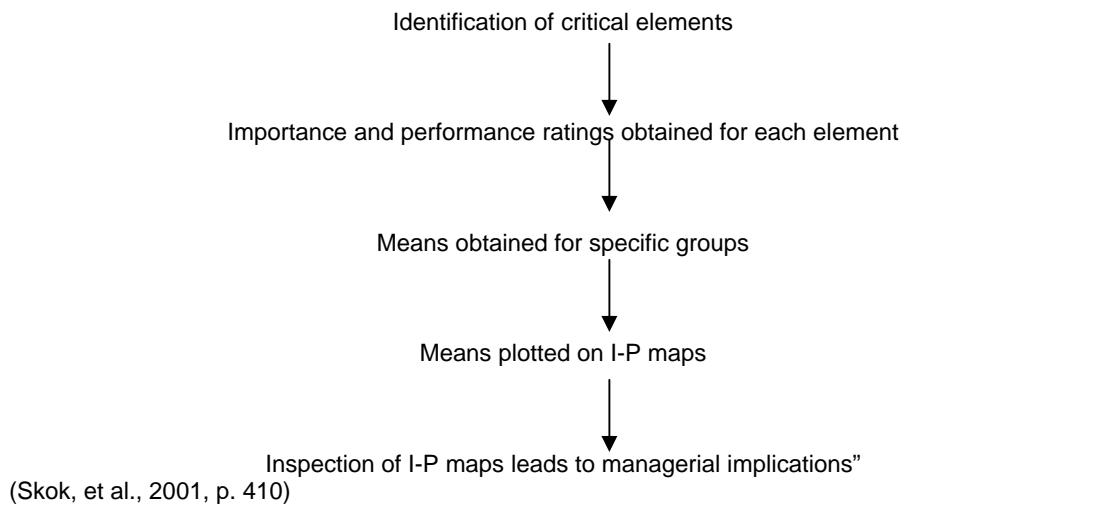
The IPA grid is traditionally divided into four quadrants based on dividing the importance and performance data each into two sections. Figure 5.3 illustrates the four quadrant structure. The placement of the grid lines is open to some debate and is discussed below. The grid quadrants provide some direction to the strategies that should be adopted. The top left quadrant represents those attributes that have low performance and high importance. This quadrant is called 'Concentrate here'. The top right quadrant represents the attributes that have both high importance and performance. This quadrant is called 'Keep up the good work'. The bottom left quadrant has the attributes that have been rated as low for both importance and performance. This quadrant is called 'Low priority'. The bottom right quadrant has the attributes that have been rated as low importance and high performance. This quadrant is called 'Possible overkill' (Martilla & James, 1977). In some instances the names of the quadrants are based on a SWOT analysis. The top left quadrant is identified as a 'Threat'; the top right quadrant is identified as an 'Opportunity'; the bottom left quadrant is a 'Weakness'; and the bottom right quadrant is a 'Strength' (Ritchie, 1998). The more traditional quadrant labels based on Martilla and James (1977) are used in this analysis. The structure of the grid is consistent in the literature but there is debate regarding the position of the grid midpoints (see discussion below).

Figure 5.3 IPA grid example
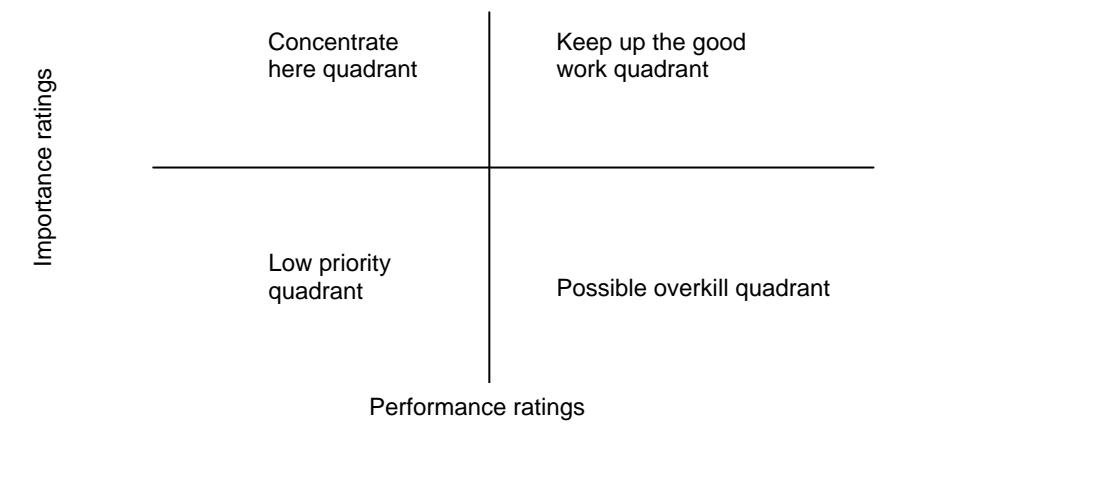


IPA attributes

      The attributes associated with the IPA have been replaced by the constructs that have been identified through the review of literature, the qualitative study and refined through the questionnaire's pilot study. Oh (2001) identified the absence of guidelines for the development of the attributes in the IPA as an issue that warrants further consideration. Although the current study may not resolve the guidelines issue, the constructs (attributes) used in this study have been developed with a rigorous process that has been refined at three different levels.

Units of measurement

      There was some discussion in the literature regarding the units for measurement in IPA. The most common approach was to use the direct ratings of the particular attributes (Guandagnolo, 1985; Hollenhorst, et al., 1992; Levenburg & Magal, 2005; Oh, 2001; Ritchie, 1998). However, there has been some discussion regarding the use of statistically derived measures or direct measures as the most appropriate measures to be used in the analysis. Neslin (1981) concluded that statistically derived measures yielded more precise predictions than self-reported methods. This analysis was pursued by Crompton and Duray (1985), who indicated that self-stated methods may result in inaccurate positioning of the attributes in the I-P grid and that positions based on correlations may be more accurate. In more recent times, Bacon (2003) investigated this issue and through an exploration of 15 I-P databases concluded that direct measures "are generally more valid than correlations or regression coefficients" (p. 65). Neslin's (1981) analysis was based on the development of an ambulatory health service and Crompton and Duray's (1985)

research was also based on a single study of tourism attributes to attract British vacationers. Bacon's (2003) investigation included 15 datasets with a variety of respondents from different settings, such as Kindergarten to year 12 teachers, members of a national sports association, restaurant customers and college students. The conclusion regarding the use of direct ratings from Bacon (2003) was used to guide this study because the research drew on a greater range of data and was more current.

The other matter of debate regarding the unit of measurement in the IPA related to the use of the median or mean as the point of central tendency. Martilla and James (1977) suggested the use of the median is preferable because of concerns regarding the true interval scale for the ratings of the attribute importance and performance. However, they then proceeded to indicate that the use of means may be reasonable (when means and medians are of similar value) since the means provide additional information. Ritchie and Priddle (2000) indicated that if data were normally distributed then it was appropriate to use the means. Most of the IPA analyses reviewed for this research used the mean score for importance and performance of each attribute as the unit of measurement (Burns, Graefe, & Absher, 2003; Guandagnolo, 1985; Hawes & Rao, 1985; Hollenhorst, et al., 1992; Levenburg & Magal, 2005; Ritchie, 1998; Ritchie & Priddle, 2000; Skok, et al., 2001).

Once the normality of the data had been confirmed and based on Bacon's (2003) analysis it was decided that the direct measures of importance and performance would be used. The IPA results in chapter seven present the mean scores for the importance and performance ratings.

IPA Grid midpoints

The position of the midpoints on the IPA grid to determine the allocation of the quadrant limits has raised a number of issues. Martilla and James (1977) indicated that the position of the midpoints on the IPA grid was a matter of judgement. Guadagnolo (1985) actually set the midpoints at the five point on a seven-point scale because the particular analysis was seeking a rating that was mostly satisfied or higher as its target. The debate tends to be focused on whether to use the 'scale mean' or the 'actual mean' or what Bacon (2003) called the 'scale-centred quadrants' or 'data-centred quadrants' when positioning the quadrants for the IPA grid. Oh (2001) recommended the use of the scale means because they were more likely to provide a simple description of the results than the actual means. Bacon (2003) tested the scale-

centred quadrants and the data-centred quadrants along with the diagonal line model (see below) and found that the data-centred quadrant model performed better than the scale-centred quadrant model.

The data-centred quadrants were used as the basis for setting the midpoints of the IPA grids because an analysis based on the scale centred quadrants would have been more difficult to interpret where all of the means for importance and performance were above the scale midpoints. Both Bacon (2003) and Oh (2001) used a thorough review of previous IPA studies and generated conflicting outcomes regarding the position of the IPA grid midpoints. There were good reasons to use either midpoint position so the expedient outcome was chosen.

Quadrant model versus Diagonal Model

Bacon (2003) raised concern regarding the suitability of the quadrant based model for the IPA grid. He indicated that a major shortcoming of the quadrant model was the potential for a slight change in an attribute's position to impact on its inferred priority as it may shift to a different quadrant. Consequently, a sloping line (diagonal) was proposed as the mechanism for separating the items of differing priorities. This model was called the Diagonal IPA Model.

Bacon (2003) referred to Hawes and Rao (1985) who introduced a concept that they called the 'iso-rating line' that was a 45-degree diagonal line extending from the bottom left to the top right quadrants. The application of the iso-rating line was provided as a means to separate attributes that had an opportunity to be developed and attributes that were based on 'satiated needs'. This model separated regions in an importance-performance space to determine differing priorities. All the attributes plotted above a 45-degree upwardly sloping diagonal line were points where importance exceeded performance and represented high priorities for improvement. Points below this line represented the low priorities because these attributes have performance scores that exceed importance. All the points that fall along the line have the same priority for improvement (Bacon, 2003; Hawes & Rao, 1985; Levenburg & Magal, 2005; Skok, et al., 2001). Bacon conducted an analysis of the quadrant model and the diagonal model and concluded that the diagonal line model was more valid than the quadrant models for determining customer priorities. It was the distance of the attributes from the iso-rating line that measured the strength of the priorities for attention. The further the attribute was above the iso-rating line the higher its priority. This reflected an interpretation of the data based on the gap analysis.

The IPA in this study used both the quadrant model and the iso-rating line based on where importance equalled performance (Hawes & Rao, 1985; Levenburg & Magal, 2005; Skok, et al., 2001). The use of both levels of analysis provided another element of increased capacity in the determination of the most important relationship constructs.

Direct measure of priority

Bacon (2003) indicated that the inferences made from the IPA quadrant model often depart from consumer sentiments. Consumer sentiments could be assessed by asking the consumers (respondents) to rate their priorities for improvement and comparing these direct ratings with those inferred from the model. He gave the example where an attribute was positioned in the 'Keep up the good work quadrant' but had 50% of respondents indicating that this attribute was a top priority for improvement. This led to his use of the diagonal model and other measures to be considered.

Although the current study does not ask the respondents to rate their priorities for improvement, a set of questions asked the respondents to identify the most, 2nd most and 3rd most important factors that influenced the relationship from the list of constructs. Bacon (2003) presented some of this data in the IPA grids to clarify the relative importance of the various attributes. The data from the most important factors in this study were also incorporated in the IPA grid.

Gap versus Satisfaction Analysis

The final matter for consideration was what measure to use as the indicator of satisfaction (or in this study, performance). Burns, et al. (2003) did an analysis to determine whether satisfaction-only scores or gap scores (difference between importance and satisfaction) were stronger predictors of overall satisfaction. This research found that satisfaction-only scores were better predictors of overall satisfaction than gap scores.

The main focus for understanding the performance of the constructs was the performance scores and the gap scores were not used as key indicators of performance. However, the impact of the gap was an influence of the level of priority when the data was explored via the diagonal model (the larger the gap the greater the distance from the iso-priority line).

IPA application decisions

        The following were the key points that were used to guide the IPA:

- Direct measures of importance and performance were used for this analysis and the mean scores were the main figures that were reported,

- Data-centred quadrants were used as the basis for setting the midpoints of IPA grids,

- The quadrant model was combined with the diagonal model to show the iso-rating line based on a slope where importance equalled performance to provide additional information for the analysis,

- Analysis of the most important relationship constructs drew on an interpretation of the quadrant model, the diagonal model and the overall importance ranking data,

- The main focus for understanding the importance and performance of the constructs was the direct measures and the gap scores were not the main focus for analysis except when used in the diagonal model analysis.

        The key questions of the current research made the use of the IPA technique very relevant. The constructs in the questionnaire were all likely to be of some relevance to relationships between sport venues and sport associations but it was their relative importance and performance that the study was trying to determine. A main focus for this research was to identify the most relevant constructs and set some strategic directions for sport associations and sport venues to manage their relationships. The IPA provided a reliable technique for guiding strategy development.

        The IPA technique has demonstrated its capacity to be easily applied and provided data that was useful for setting strategic directions. The combination of the technique's application to the particular research questions and its ease of application guided the decision to apply the technique for this study. Tower, et al. (2001) used the IPA approach to explore a range of relationship constructs and it was found to be a successful technique for collecting and analysing data.

*5.4.3.2 Rating of relationship outcomes*

        The third section of the questionnaire requested the respondents to rate the performance of the relationship outcomes that were generated from the relationship. The range of relationship outcomes included factors such as the capacity to resolve

problems to building a sense of community ownership and pride. The data from these responses not only identify the range of outcomes generated from the relationship, but also provided the opportunity to explore if different relationship levels or different constructs' importance and performance were correlated to different relationship outcomes.

*5.4.3.3 Relationship type*

The final section of the questionnaire requested the respondents to identify the type of relationship that best described their relationship with the sport venue or sport association. The type of relationship development was initially based on seven levels that ranged from single transactions to vertical integration as presented in Figure 3.4, but this was changed to only three types of relationships based on feedback in the pilot study (see section 5.4.5).

*5.4.4 Population and sample*

The population for the quantitative study was determined in a systematic fashion in order to focus on those sport associations and sport venues that constituted the most relevant sample for the issues being explored. As explained in chapter 4, the population for the study was divided into two groups. The first group constituted the sport associations that tend to use indoor venues as their main location for training and competitions. The second group included the indoor sport venues in Victoria where the relevant indoor sports could be pursued.

*5.4.4.1 Sports associations*

The Victoria state government's *Sport and Recreation Industry Directory* (SRV 2001b) was used to identify 16 sports that were likely to use indoor venues for their training and competition. Next, the *Participation in Sport and Physical Activities* (ABS, 2003b) was reviewed to identify the most popularly pursued sport activities with the highest participation levels. This publication provided information for people who participated in sporting events and other physical activities in the twelve months prior to the General Social Survey Interviews in 2002. The sport activities that were covered in the participation data from the list of the 16 sports were badminton, basketball, netball, squash / racquetball, swimming, table tennis and volleyball. Many

of the sports such as fencing or korfball did not rate a mention in the list of 51 sport and physical activities from the ABS data (ABS, 2003).

Another criterion for including some sports and not others was to include indoor court sports that have particular dimensions and court requirements so activities such as dancing were not included. This more clearly defined the nature of the requirements for the sport venues and allowed the sport association to more clearly define its sport court requirements. Finally, indoor sports that were secondary to their more popular outdoor pursuit were not included. This eliminated sports such as indoor soccer or carpet bowls.

The Victorian state sport associations for badminton, basketball, netball, squash / racquetball, swimming, table tennis and volleyball were invited to take part as the population group for the sport association aspect of the study. Victorian Netball was the only sport that did not agree to participate in the research. The six sports participating in the research had a total of 2.509 million Australians who participated, and 531,000 had participated in these sports organised by a club, association or other organisation. Table 2.2 provides the details of sport participation for the six sports included in the study. Unfortunately, there was no indication as to how many clubs and associations were providing services to these participants.

The main target for respondents from the sports clubs and associations was the administrators for each state sport association and its member clubs and associations. Each state sport development officer was contacted to gain access to his or her club and association membership. Although all the sports were cooperative in providing access to their clubs and associations there were some differences regarding how they participated. Basketball Victoria, Country Basketball Victoria, Victorian Racquetball / Squash Federation and Table Tennis Victoria simply provided a database of their clubs and association details for direct contact by the researcher. Badminton Victoria, Swimming Victoria and Volleyball Victoria were not able to provide the direct contacts of their affiliated clubs and associations but were willing to act as an agent for the research and conducted the mail outs on behalf of the researcher.

Usually, studies of this type choose a sample to represent the total population. Rather than selecting just a sample from the sport club / association sector of the study, it was decided that given the potentially low response rates of postal questionnaires it would be best to gain as many respondents as possible through a

process of exhaustive sampling. The study used the total population of the clubs and associations in the six sports for this aspect of the study.

The sports that provided sport association data directly to the researcher were sent a card alerting them to the study indicating that a questionnaire would be received in several days. The questionnaires were sent with an appropriate cover letter and a letter of support from the relevant state sporting association (see Appendix 3 for an example of a state sport association letter of support). The reply paid envelopes were coded in order to track the sport clubs / associations that returned the questionnaire so those who had not responded could be sent reminder notices. A reminder card was sent to non-respondents two weeks after the mail out of the initial questionnaire. Further contact with non-respondents was through an email notice for those contacts who had email details provided. This email was sent one week later with the questionnaire as an email attachment to gain further responses. A copy of the questionnaire was also made available via a public website for respondents who wanted to download a copy of the questionnaire. The process of managing the questionnaire mail out and subsequent reminder notices utilised as rigorous approach as was financially viable.

The sports that conducted the mail out of the questionnaire on behalf of the researcher were provided with packages of material to include in their own regular monthly mail out of relevant notices to their member clubs / associations. Prior to the mail out of the questionnaire, when relevant, these state sport associations placed an item in their newsletter indicating that the study was about to take place and the questionnaire would be sent the following month. It was not possible to conduct follow-up contact with the sport clubs / associations in this sector because the contact details were not available and the state associations were not willing to conduct further mail correspondence on the researcher's behalf.

The combination of the two approaches for identifying the sport association population identified a total of 470 contacts. In each of the contacts, an additional copy of the questionnaire was included as a mechanism to attract responses from others in the sport associations who were in a position to comment on their relationships with sport venues.

*5.4.4.2 Indoor sport venues*

The development of the contact list for the indoor sport venues in Victoria was more problematic. After numerous inquiries to relevant state and regional agencies, it was determined that no database of indoor sport venues in Victoria existed. The contact details needed to be gained by reviewing a range of public documents and resources.

After some preliminary investigations, it was determined that the most rigorous approach for collecting information about the indoor sport venues in Victoria was to review local government web sites and to make direct contact with Council offices to gain information regarding where the sports could be pursued. Additional steps were taken by using Victorian phone books and Regional Sports Assemblies that operate across the state. This process identified a total of 329 indoor sport venues across the state. Venues were also included that were provided via tertiary education institutions in Victoria. These venues were mostly owned by local government or education institutions, but were managed by the owners of the indoor centre, or a range of different agencies such as the YMCA, other contract management agencies, and the sport delivering the programs, (for example, some basketball centres were managed by the local basketball association).

Similar to the sports associations, it was decided to use the total population of indoor sport venues for the study. This was designed to gain as many responses as possible and to consequently, provide enough data for a range of statistical tests.

Initially, each of the indoor venues was sent a card alerting them that the questionnaire would be arriving in a few days. The package of information included a cover letter explaining the research, a letter of support from Sport and Recreation Victoria encouraging the sport venues to participate in the research, the questionnaire, and one additional questionnaire package to be passed on to other relevant staff in the sport venue to gain additional responses. The reply paid envelopes were coded in order to track the sport venues that returned the questionnaire so those who had not responded could be sent reminder notices. A reminder letter was sent two weeks after the original questionnaire mail out encouraging the sport venue staff to complete and return the questionnaire. One week later emails were sent to those venues that had email contacts requesting completion of the questionnaire that was included as an attachment to the email. A copy of the questionnaire was also available via a public

web site associated with the research project. Every effort was made to gain as high a response rate as possible.

*5.4.5 Pilot study*

A pilot study was conducted to check the wording of the questions and to make sure instructions were clear and unambiguous, to confirm a logical order of the questions, to assess the completion time for the questionnaire, and to check the questionnaire administration steps. The pre-test of the questionnaire was conducted with other research professionals and with individuals in the sport industry who had a familiarity with the research matters but would not be part of the research population.

Initially, seven academics, familiar with research in community sport settings, were invited to comment on the questionnaire. Following feedback from these academics, the second round of the pilot study was conducted with ten participants drawn from professional sport workers who had experience with sport clubs and associations or sport and recreation workers who had experience with sport venue management but were no longer involved in direct sport venue management. All respondents to the pilot study were selected because of their experience and expertise in areas that related to the survey but would not be included in the sample population.

The pilot study respondents were initially contacted to invite them to participate as part of the study. In particular, they were invited to not only complete the draft survey but were invited to provide feedback and to make suggestions on the capacity of the intended population to be able to answer the questions as presented on the survey.

*5.4.5.1 Adjustments to questionnaire*

After the first round of the pilot questionnaire adjustments were made to the questionnaire's layout, instructions and some of the wording and definitions. An example of an adjustment was the changing of the construct acquiescence / adaptation to become adaptation / acquiescence because some respondents were not familiar with the term acquiescence and thought the sample may not relate to this word.

The second round of the pilot study provided many more adjustments. These respondents had direct experience with either sport association management or sport venue management so their input reflected a practitioner's perspective. A number of changes were made to the wording of the construct definitions and other expressions

to make the language more "community friendly". There were three substantive changes that impacted on the nature of the data collected.

The first significant change related to more familiar language for the names of the constructs. The term acquiescence in the construct adaptation / acquiescence was removed. Pilot study respondents indicated that the term acquiescence would be confusing for many respondents so the construct was called adaptation in the final questionnaire. There was also a change of the construct salient issue to become relevant issue so language familiar to the respondents could be used.

The impact of the nature of the facility became a key issue in the discussions with the second pilot study respondents. 'Facility' was identified as a feature that needed to be included in the qualitative study so it was incorporated with the construct shared technology (refer to chapter 6 for discussion of this adjustment). It was assumed that the nature of the facility would be part of the technology that the partners would require for the relationship to be successful. However, the pilot study respondents indicated that facility was such a key feature of the relationship between sport venues and sport associations that it should be a variable on its own. Consequently, the construct facility was added to the list of constructs in section two of the questionnaire. Facility was defined as the level on partner valued the facility and equipment that was provided by another partner in the relationship. This change proved to be very important because facility became one of the more important constructs in the management of the relationships (refer to chapter 7).

The third significant adjustment to the questionnaire from the pilot study respondents addressed the nature of the relationship in section 4 of the questionnaire. This section of the questionnaire asked the respondents to indicate the level of their relationship along a continuum of seven stages as identified in Figure 3.4. This was deemed to be too complicated because the respondents would not be able to differentiate their relationship at such a specific level. Consequently, the original seven options for type of relationship were changed to three options of tenant – landlord, strategic alliance and integrated collaboration relationships. The tenant – landlord relationship was based on hire arrangements with a contract; the strategic alliance relationship was defined as a commitment of resources for a strategic purpose that would benefit both parties; and the integrated collaboration relationship was defined as an arrangement whereby the centre and association work so closely that they virtually form a single entity.

A final version of the questionnaire's adjustments was discussed with six of the pilot study group representing three sport venue respondents and three sport association respondents. This discussion confirmed the value of the questionnaire adjustments and was the basis for the final questionnaire. There was agreement that the proposed sample respondents would be able to successfully complete the questionnaire.

### *5.4.6 Data analysis method*

The data analysis of the questionnaire responses proceeded through a series of steps to answer the research questions. Data preparation included coding the responses according to the various options on the questionnaire, entering the data into SPSS for Windows version12.0.1, and checking of the data by a thorough review of all data entries and also random checks of specific questionnaires to gauge the accuracy of the data entry. Missing values were allocated a specific code to be able to differentiate between errors in data entry and missed responses in the data entry process.

Sample analysis was initially based on a data entry coding process that identified the timing of the receipt of the completed questionnaires. Wave analysis was conducted to determine if there were differences between the early respondents and those who responded later in the survey period. Gratton and Jones (2004) indicated that the timing of the questionnaire receipt was a viable means for testing for issues of non-response bias.

Descriptive statistics were provided for each variable. The nominal variables, e.g., the respondent profile, only provided a range of responses for each category. The ordinal variables, e.g., constructs and outcomes, were analysed to provide means and standard deviations for each variable.

The IPA analysis was used to identify the most important constructs in the relationships between sport venues and sport associations. As discussed previously, the IPA used a quadrant, diagonal and priority ranking to identify the most important relationship constructs.

*5.4.6.1 Inferential statistical analyses*

Inferential statistical tests were conducted to understand the relationships between various variables. The inferential statistics were used to test the 15 null hypotheses presented in chapter 4.

Principal components analysis

Principal components analysis (PCA) was used to determine if a more parsimonious list of variables could be identified from:

- the ratings of the importance of the relationship constructs (H1c (the hypotheses are provided in Sections 4.8.1 and 4.8.2)),

- the ratings of the performance of the relationship constructs (H2a) and

- the ratings of the relationship outcomes (H6b).

Initially, the data were explored to determine the suitability for PCA. Suitability was determined by considering the sample size, inter-correlation among the variables, Bartlett's test of sphericity, the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy, anti-image correlations, and communalities.

The greater the sample, the better with a target of at least 150 cases being deemed adequate. The other consideration related to sample size was the ratio of subjects to items. The ideal ratio would be ten subjects per item but others advocated that as few as five cases per item would be sufficient (Coakes, 2005; Pallant, 2005; Tabachnik & Fiddell, (2001).

Another consideration regarded the suitability of the data related to the inter-correlations among the variables. The correlation matrix needed to identify evidence of correlations greater than 0.3 to have a suitable data set for factor analysis (Pallant, 2005; Tabachnik & Fiddell, 2001).

Pallant (2005) also discussed two other tests generated by SPSS that assisted in the assessment of the factorability of the data. The Bartlett's test of sphericity needed to be significant ($p < 0.05$) and the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy needed to be greater than 0.6 for a good factor analysis.

The anti-image correlation matrix was used to assess the adequacy of the sample for each variable. Variables with anti-image correlations less than 0.5 should be eliminated from the analysis (Coakes, 2005).

The final test of suitability of the data was the analysis of communalities. Tabachnik and Fiddell (2001) indicated that variables with low communality values

were unrelated to other variables in the set. Consequently, variables with low communality values were eliminated from the final analysis.

Once the variables were determined as suitable for analysis, the number of factors to include was considered. Factor extraction is the process of determining the number of factors that can be used to summarise the set of variables. Pallant (2005) recommended the three approaches of Kaiser's criterion (eigenvalue), scree test and parallel analysis be used to guide the decision regarding the number of factors to retain.

Kaiser's criterion or the eigenvalue rule is one of the most common techniques to determine the number of factors to retain. Factors with an eigenvalue of 1.0 or greater are retained for further investigation (Pallant, 2005).

Catell's scree test plots the eigenvalues of the factors so the point of where the shape of the curve shifts can be identified as a point for factor retention. All points above the point where the curve changes and becomes horizontal are used to identify the factors that should be retained for further analysis (Pallant, 2005).

Lastly, Horn's parallel analysis compares the size of the eigenvalues with those randomly generated from a data set of the same size. The factors with eigenvalues greater than the corresponding values from the parallel analysis are retained for further investigation (Pallant, 2005).

The combination of eigenvalues, scree plots and parallel analysis were used to identify the number of factors to retain for further analysis. The combination of these three tests incorporated a triangulated approach that has been used in a number of other analyses in the study.

The final stage of PCA was the factor rotation. Factor rotation assists in the interpretation of the factors associated with the factors being explored. It is common to explore a range of rotation options in order to identify the relationships among the variables that are clearest and easiest to interpret (Pallant, 2005; Tabachnik & Fiddell, 2001). The analysis stopped when the preferred solution was identified.

Multiple regression was used to confirm how well the set of variables from the PCA were able to predict the overall outcome. Multiple regression is a statistical procedure that explores the interrelationships among a set of variables. In this process a set of independent variables are analysed to determine their capacity to predict a dependent variable (Pallant, 2005). For the purpose of this analysis the variables

generated from the PCA of the importance constructs were used to determine how well they predicted the overall importance or overall performance of the relationship.

The evaluation of the multiple regression analysis was based on two indicators. The R square figure identified the level of variance in the dependent variable that was explained by the model. For example, an R square figure of 0.468 explains 46.8 percent of the variance in the dependent variable which is considered quite good. The other indicator that was also used was the Adjusted R square. The Adjusted R square value corrects for a relatively small sample size to provide a better estimate of the true population value. The value presented for the Adjusted R square is the level of significance that the multiple R in the population equals zero (Pallant, 2005). The level of significance for the Adjusted R squared tests the hypothesis that the obtained multiple R squared is not greater than 0 for the population.

Cronbach alpha scores were used to test the scale reliability of the PCA outcomes. The cronbach alpha coefficient of a scale should be above 0.7 to indicate internal consistency in a component (Pallant, 2005).

Relationships between variables

Correlation analysis was used to determine the relationship between:

- the rating of the relationship constructs' importance and the ranking of the relationship constructs (H1b), and
- the relationship between the rating of the relationship constructs and the relationship outcomes (H6a).

Correlations were used to determine the relationship between variables and to ascertain whether the relationship was positive or negative. The Spearman's rank order correlation was used to explore the connection between the rating and ranking of the relationship constructs. The Pearson correlation was used to determine the connection between the rating of the relationship constructs and the relationship outcomes.

Differences within the respondent group

Differences within the respondent group were explored via paired sample T-test to determine the difference in the importance and performance ratings of the relationship constructs (H1a). The main determinant of the suitability of the data for the paired sample T-test was the normal distribution of the data. The normal distribution of the data was determined via the exploration of the descriptive statistics and the transformation of the data with high levels of skewness and kurtosis and

conducting ANOVA tests to determine if the skew was affecting the outcomes of hypothesis tests.

Differences between groups

Differences between groups of respondents used t-tests and ANOVA tests to analyse:

- differences between sport venue and sport association ratings of the importance and performance ratings of the relationship constructs (H3a and H3b),

- differences between the location of the respondent ratings of the importance and performance rating of the relationship constructs (H4a and H4b),

- differences between relationship type importance and performance rating of the relationship constructs (H5a and H5b),

- differences between sport associations and sport venues relationship outcomes ratings (H7a),

- differences between location of respondents rating of relationship outcomes (H8a), and

- differences between type of relationship rating of the relationship outcomes (H9a).

The suitability of the data for the independent sample t-test and the ANOVA was based on the normal distribution of the data and the homogeneity of variance. The impact of the differences between groups was determined by the eta squared value.

The approach for determining the normal distribution of the data was discussed above. Levene's test for equality of variances was used to determine the homogeneity of variance. Variables that had a significance level of less than 0.05 were deemed to have variances that were not equal and the assumption of the homogeneity of variance was violated. When this happened in the t-test analysis the results that were used was based on the violation of the homogeneity of variances and the analysis was able to proceed (Pallant, 2005).

When the Levene's test produced a significant result for the ANOVA analysis the maximum sample ratio and Fmax ratios were calculated. The maximum sample ratio (MSR) was based on the greatest cell sample size compared to the lowest cell sample size. The Fmax ratio was based on the largest cell variance compared to the

lowest cell variance. If these ratios exceeded four then the variables were eliminated from the analysis (Moss, 2006).

The final element that was used to analyse the outcomes of the differences between groups was the effect size measurement. Pallant (2005) stated, "Effect size statistics provide an indication of the magnitude of the differences between your groups" (p. 208). The eta squared measure was used to determine the effect size or impact of the differences between the groups of respondents for the range of differences. The strength of the effect size was based on 0.01 equalled a small effect, 0.06 equalled a moderate effect, and 0.14 was a large effect (Pallant, 2005). This measure was used to ascertain the impact of the differences between groups of respondents.

## 5.5 Methods summary

The research method for this study adopted a mixed method design. The mixed method design was deemed to be most appropriate because the combination of the qualitative and quantitative studies was best able to address the research aims.

The qualitative study conducted semi-structured interviews with 17 respondents that explored the relevance of the 27 constructs identified in the literature as well as clarified the meaning of the constructs, and discussed other factors that also influenced their relationships. The outcomes of the qualitative study generated data that were used to inform the quantitative study. The results of the qualitative study are reported in chapter six.

The quantitative study was a postal questionnaire that was sent to 470 sport associations and 329 indoor sport venues across Victoria. The outcomes of the survey provided the data to analyse the importance and performance of the various constructs, the rating of the relationships outcomes, as well as to analyse differences between various respondent groups based on a variety of statistical tests. The results of the quantitative study are reported in chapter 7.

CHAPTER 6

QUALITATIVE STUDY RESULTS

| 1. Introduction |
| --- |
| 2. Sport associations and sport venues in Australia |
| 3. Relationship development and relationship constructs |
| 4. Framework for understanding the relationships between sport associations and sport venues |
| 5. Research methods |
| 6. Qualitative study results |
| 7. Quantitative study results |
| 8. Discussion |
| 9. Conclusion |

| 6.1 Introduction |
| --- |
| 6.2 Method |
| 6.3 Construct analysis |
| 6.4 Other factors in the relationship |
| 6.5 Adjustment to construct explanations |
| 6.6 Relationship outcomes |
| 6.7 Conclusion |

6.1 Introduction

The qualitative research was the first stage of a mixed method study. The qualitative stage of the research drew on data from 17 respondents who participated in semi-structured interviews to explore the factors that influenced their relationships with other partners. The results of this study underpinned the development of the survey instrument used in the quantitative study.

The qualitative study was conducted to:

- Determine the relevance of the various relationship constructs in the range of sectors from which they were drawn, i.e., relationship marketing (commercial relationships); education partnerships (commercial and community relationships); and community and health service partnerships (community – community relationships);

- Clarify the definitions of the various relationship constructs; and

- Identify additional relationship constructs / factors that may be relevant that have not been identified by the literature.

The comments from the respondents demonstrated that most relationship constructs identified in the literature were applicable in a variety of settings. However, the analysis of the respondents' comments identified a need to make some adjustments to the names of several relationship constructs and refine their explanations.

### *6.1.1 Overview of the chapter*

The chapter is divided into seven sections. A brief summary of the qualitative method is provided in section 6.2. A major focus of the qualitative study was the analysis and application of the relationship constructs in a range of settings. The discussion in section 6.3 provides this detailed analysis. Section 6.4 provides the analysis of the respondents' comments about the range of other factors that influenced their relationships. Section 6.5 synthesises the results from the previous two sections to explain the adjustments to the final relationship construct list. Although it was not a focus for the qualitative study, a number of relationship outcomes were identified. The relationship outcome analysis is discussed in Section 6.6. The final section of the chapter provides a conclusion based on the findings from the qualitative study.

### 6.2 Method

The detailed discussion of the qualitative method was provided in chapter 5. Semi-structured interviews were conducted with 17 respondents from health and community service agencies, education institutions and sport organisations representing commercial operations. The transcripts of the interviews were reviewed using QSR Nvivo qualitative data analysis software. The data analysis proceeded through the process of data reduction, data display and conclusions. The outcomes of this analysis are provided in the rest of this chapter.

### 6.3 Construct analysis

A primary purpose of the qualitative study was to explore the relevance and application of the relationship constructs. The respondents' comments regarding each construct were analysed to identify particular insights. Miles and Huberman (1994) suggested that the development of matrices to display the data was a key step in the data analysis process. An expert panel, comprised of individuals familiar with the study and qualitative methods, reviewed the preliminary matrices to clarify their application and suitability.

Tables 6.1, and 6.2 provide data regarding the respondents' comments about the relevance of the 27 constructs identified in the literature. Each construct was given a rating of high, medium or low regarding the percentage of respondents that indicated the construct was relevant in how they work with their partner. High rating was based on more than 90% of the respondents indicating the construct was relevant, medium rating was based on 75 to 90% of respondents indicating that the construct

was relevant, and low rating was based on less than 75% of respondents indicating the construct was relevant. The ratings of high, medium and low were set at the designated levels to be able to differentiate the level of support for the different variables. Table 6.1 provides the data regarding the constructs that were rated as high and Table 6.2 provides the data regarding the constructs that were rated as medium or low. The tables also provides comments based on the interpretation of the interviews and direct quotes from the respondents that illustrate aspects of particular note.

Table 6.1 Constructs rated as high relevance

| Construct | Explanation from literature | Respondents indicating relevance<br>**High = > 90% of respondents indicated construct was relevant.** | Comments and / or quotes |
|---|---|---|---|
| Appropriate partners | Agencies and staff involved are appropriate, they have the necessary skills and expertise to address partnership outcomes. | High | All the respondents indicated this construct was relevant. |
| Benefits / Outcomes | Focus on stated goals and vision would generate a positive result | High | All the respondents indicated this construct was relevant.<br><br>There appeared to be a connection between this construct and 'shared goals / values' "Certainly we shared goal and values and understood the benefit of the partner and partnership and the outcome would be positive with a shared goal." (Community). |
| Clear plan & evaluation | A tangible focus for the partnership to know what they want to achieve, a specific process for resolving matters that are not clear and to know how the project / partnership is progressing | High | All the respondents indicated that this construct was relevant.<br><br>There also appeared to be scope to include the concept of a 'written agreement' in this – "that would be nice to incorporate in the license agreement because an understanding about the interest of both parties and how they can work cooperatively to achieve their outcomes." (Sport) Sport venue respondents refer to the idea of a license agreement as a guide for their operations. This may be an important aspect to guide their operations (a subsequent section will discuss the idea of 'license agreement). |
| Commitment | A willingness for partners to provide resources and effort from various levels to support the project | High | The commitment had to happen at both the agency level and the personnel involved in the relationship to generate the outcomes that were required – "but what we want is the personal commitment" (Education). Commitment needs to include the willingness to support the project at both an organisational level that includes the provision of the resources but also the people involved need to share that commitment.<br><br>The only respondent who did not indicate any relevance said, "It hasn't been relevant. They are not charging us for their time at any level." (Community recreation agency) |

Table 6.1 continued

| Construct | Explanation | Respondents indicating relevance | Comments and / or quotes |
|---|---|---|---|
| Communication | Willingness to provide information and negotiate in a variety of ways and settings to work towards the project outcomes | High | All the respondents indicated that this construct was relevant.<br><br>Communication was also something that was seen to influence other constructs – it was mentioned often in the open-ended questions (see section 6.4). E.g., "I think what you've got [in] all those things that have gone previously depend on communication, they depend on clear language and agreements" (Education). It is likely that communication will be a construct that will have a significant influence on the relationship. This also reinforces some of the comments regarding the written agreement (see Clear plan & evaluation) and the nature of the language that needs to be in the document. |
| Cooperation | Each partner takes coordinated actions to achieve mutual outcomes | High | All the respondents indicated that this construct was relevant. |
| Cultural / Management styles | The operation and approach agencies use to undertake various tasks | High | All but one respondent indicated that this construct was relevant. A respondent from an education agency indicated that this construct was not an issue because it was the specific skills they have rather than the approach that an agency may take. |
| Funding & resource allocation | Partners are expected to contribute staff time, expertise and finances to support the project development | High | All the respondents indicated this construct was relevant.<br><br>The difference regarding government was reflected in one respondent's comment regarding local government's access to funds – "funding and money was not an issue. … The council always has the money in the end." (Government) |
| Interdependence / dependence | Agencies recognise the contribution that each other can make that will be mutually beneficial to achieve the projects goals | High | All the respondents indicated that this construct was relevant. |
| Leadership | Leadership skills cited as being important were motivation, commitment, enthusiasm, vision, patience, open mindedness, perseverance, and an ability to get people excited | High | All the respondents indicated that this construct was relevant. |

Table 6.1 continued

| Construct | Explanation | Respondents indicating relevance | Comments and / or quotes |
|---|---|---|---|
| Propensity for risk taking | Capacity to go out on a limb, bend the rules and push the envelope with special attention to rigid personnel and financial systems from government agencies | High | Most support this construct. The nature of the comments from the respondent who did not support this indicated that it was not "applicable to us at the moment." (Sport) |
| Proximity | Close geographic access | High | All the respondents indicated this construct was relevant.<br><br>If the partners are not close then it becomes a matter that requires additional effort - "If the partners aren't close you need to manage it, there needs to be alternative arrangements." (Education) |
| Roles and responsibilities | Breadth of knowledge of partners skills and contributions they can make | High | All the respondents indicated this construct was relevant. |
| Salient issue | Partnership requires an issue or problem that all partners agree warrants resolution. | High | All the respondents indicated this construct was relevant.<br><br>This is important regarding how the salient issue is managed. If there are issues or problems then the relationship suffers – "We try to meet with the managerial group to resolve issues and they're not ever interested in meeting us to discuss that." (Sport) |
| Satisfaction | The evaluative judgment that the relationship activities meet partner expectations | High | All the respondents indicated this construct was relevant.<br><br>If there is no satisfaction, then the partnership would not deliver the programs - "I think if they were not satisfied then we would not have had a program." (Health & community service) |
| Shared goals / values | A joint vision and beliefs regarding the appropriateness and direction of the project | High | All the respondents indicated this construct was relevant. |

Table 6.1 continued

| Construct | Explanation | Respondents indicating relevance | Comments and / or quotes |
|---|---|---|---|
| Social bonds | The nature of the personal relationships that may influence how the partnership is held together | High | All the respondents indicated that this construct was relevant.<br><br>The social relationships and in some instances friendships were important in gaining access to information, having a greater capacity to resolve issues, help hold the relationship together.<br><br>The role of the social bond was also explained as something that had to maintain a professional perspective, "I suppose it also works both ways that if it becomes too close it is important to keep it also professional, and that way any of those influences don't become an influence of the project." (Sport) |
| Technical Quality | Outcome of the service, i.e. what the customer is actually receiving from the service. | High | All the respondents indicated that this construct was relevant.<br><br>Although there was support for this construct the relative connection to 'Functional quality' was clear in some of the responses, "With the **** programs we absolutely were focusing on producing outcomes and [were] less concerned about the process" (Government). There is a rationale to combine Technical Quality and Functional quality to be come a construct of just quality. |
| Time / continuity | Amount of contact and length of involvement in a relationship | High | All the respondents indicated that this construct was relevant.<br><br>This amount of contact is not only important there may also be an issue about the intensity of the contact - "I think there is a thing about the intensity of contact" (Health & community service). Meaningful contact beyond an awareness of another agency will impact on the capacity to build a relationship. Having time over a number of years to work through issues and assist to understand how agencies can work together.<br><br>There may be a need to look at a term other than time that reflects involvement for a period of time. |
| Trust | Belief that the partner in the relationship will act in a way to support the project's positive outcomes | High | All the respondents indicated this construct was relevant.<br><br>Not only was this construct identified as being relevant by all respondents but seven of the respondents indicated that trust was either essential, key or very important in terms of managing the relationship. One respondent even indicated that without trust the partnership could not proceed. |

Table 6.2 Constructs rated as medium or low relevance

| Construct | Explanation from literature | Respondents indicating relevance **Medium = 75 to 90%** of respondents indicated constructs was relevant, and **Low = < 75%** of respondents indicated construct was relevant. | Comments and / or quotes |
|---|---|---|---|
| Acquiescence / Adaptation | Tendency for one partner to alter its processes or policies to accommodate the other party | Low | Interesting to note that the respondents that did not see this as an issue were from local government or large welfare / health agencies. E.g., "This has not been an issue. We certainly haven't had to alter our processes or change any of our policies or anything like that to meet the needs of … project." (Government) |
| Control | Willingness of partners to share the control of resources and the financial outcomes of the partnership | Low | This construct was reported as having one of the lowest levels of respondents indicating its relevance. There was no pattern in the attributes of the respondents that said no to the relevance of this construct.<br><br>There appears to be scope to combine this with Power / Parity. A range of statements indicated that access to funds and the capacity to share the resources could be a factor in how the relationship evolved. |
| Functional Quality | The process by which the service is provided or delivered | Medium | There was some confusion regarding the connection between functional quality and technical quality. There is probably some value in combining these two constructs to create a construct called quality. |
| Power / Parity | Concern with the participation and fairness in the relationship | Medium | Although there is moderate support for this construct, these may not be the best words for the concept - "I don't think power is the right word" (Health & community service).<br><br>There may be value in combining this construct with Control |

Table 6.2 continued

| Construct | Explanation | Respondents indicating relevance | Comments and / or quotes |
|-----------|-------------|----------------------------------|--------------------------|
| Shared technology | The level that one partner values the technology that is provided by another partner in the relationship | Low | This was not a factor that was relevant for six respondents because access to technology was not a factor that impacted on the relationship. However, those who did see the relevance could indicate how shared technology could add value to the relationship - "We unearthed a new competition management software package which is excellent and we sold it to them on the basis of these are the benefits, that we can provide you with this technology" (Sport). Having access to the technology can provide benefits to the service delivery that would not be as likely without the technology. |
| Structural bonds – propensity to exit | Partners' interest to remain in the partnership based on forces that create impediments to exit | Low | Those who did not support the relevance of this construct indicated that they would not think about exiting from the relationship because of their commitment to the project or the commitment of doing something in the project for a particular target group.<br><br>Whereas the respondents who did support this construct were sometimes only reluctantly supportive, e.g., "It could be, I think these are all the extras that if there are other things they've got [to] buy then we, if it was benefiting us and we could that sort of stuff for the future. We've got to have investment on some things." (Education) |
| Uncertainty / Comparison of alternatives | Confidence and predictability that project outcomes are best available through partners | Low | The reasons that agencies did not indicate the relevance of this construct included comments about it not being an issue for them because they had total confidence that they were working with the best partners; or their partners had the "integrity and reliability" (Health & community service) that was beyond question.<br><br>A respondent from a government agency indicated that because of their size and relevance for so many community programs and services that they will always be involved at some level so they did not see the relevance of the construct – they "will find a way of working us into the project somehow," (Government). |

*6.3.3 Discussion of construct relevance*

The exploration of the 27 constructs with the 17 respondents generated a range of insightful comments regarding the constructs and their relevance to how they work with their partners. The particular meanings and definitions of the constructs are considered in a later section. The main focus for this aspect of the interviews was to identify the constructs that were relevant, with the intention to include them in the quantitative stage of the study.

Table 6.1 provides the data about the twenty constructs that were rated as high. Although *Technical quality* and *Time / continuity* were rated as high there was merit in further consideration of their meaning and usage because of the nature of some of the comments that were made by the respondents. The 18 relationship constructs that should definitely be included in the quantitative study were Appropriate partners, Benefits / outcomes, Clear plan & evaluation, Commitment, Communication, Cooperation, Cultural / management styles, Funding & resource allocation, Interdependence / dependence, Leadership, Propensity for risk taking, Proximity, Roles and responsibilities, Salient issue, Satisfaction, Shared goals / values, Social bonds, and Trust.

Table 6.2 provides the data about the nine constructs rated as 'Medium' or 'Low'. These constructs require further clarification because less than 90% of respondents did not indicate the construct was relevant. The discussion of these nine constructs and Technical quality and Time / continuity is provided below.

*6.3.3.1 Combined constructs*

Two pairs of constructs had the capacity to be combined in some way to create a new consolidated construct. Functional quality and Technical quality could be combined to make a construct called Quality, and Control could be combined with Power / parity to make a construct called Power / control.

Quality

There was 'Medium' support for the relevance of Functional quality and 'High' support for the relevance of Technical quality. There was capacity to combine them into one construct called Quality. The comment from one respondent simply connected the ideas of technical and functional quality into the same statement – "the **** programs were absolutely focused on producing outcomes and less concerned with the process." (Government). This indicated that the technical quality outcomes were more important than the process focus of functional quality. However, another

respondent stated that – "the process became just as important as the outcome" (Government). The confusion regarding the two constructs related to quality was illustrated by one respondent who commented, "I think we have already covered this" (Government) by the other concept of quality. There was merit in further exploring whether a construct called Quality, that included an explanation covering the process and outcome aspects, would be considered relevant in the management of the relationship.

<u>Power / control</u>

Control was one of the constructs that received a 'Low' level of support for its relevance regarding relationships. There was also a 'Medium' level of support for the relevance of Power / parity. Both of these constructs appeared to be exploring very similar concepts based on the way that resources were accessed and the need for decision-making to be fair. These two constructs were combined to make a new construct called Power / control that incorporated the concern with equitable participation and fairness in the relationship with the willingness to share the resources.

There were also aspects of this construct that were included in Acquiescence / adaptation (see discussion of this construct below) that related to how one partner needed to adjust its practices to accommodate the other partner. The potential to adapt in this way was likely to be influenced by the control and power that the partner brought to the relationship.

*6.3.3.2 Low rated constructs*

The four constructs of Acquiescence / adaptation, Shared technology, Structural bonds – propensity to exit, and Uncertainty / comparison of alternatives received only 'Low' levels of support for their relevance. These constructs are discussed below and their potential inclusion in the quantitative study resolved.

<u>Acquiescence / adaptation</u>

The respondents that did not see this construct as relevant were either from local government or large community health agencies. The smaller agencies that may not have had the same level of power in the relationship were able to relate to the capacity to adapt their practices to accommodate the other partners in the relationship. Agencies that tended to have less power such as a sport team that was dependent on other venues to conduct its events indicated that they needed to be flexible in how they ran their operations and what they expected – "we have to be very lateral in the

way we deliver or run an event" (Sport). Another small community agency indicated that they needed to be conscious of how they worked with their partners – "We had to be conscious of not stepping on toes and be sensible" (Health & community service). There was value in keeping Acquiescence / adaptation in the quantitative study because it appeared to be very important for some respondents. There was also a matter regarding the meaning of the terms that will be discussed further in a later section.

Shared technology

Shared technology was identified as being relevant by eleven of the respondents. Six of the respondents did not view this construct relevant because technology was not a factor in the relationship. But, there were very good reasons from those respondents who indicated Shared technology was relevant in their relationship. One community agency respondent indicated they strategically chose a partner because of the technological skill and equipment that they would bring to the relationship. Another sport agency respondent indicated that its capacity to provide particular computer software influenced its partners in joining into the relationship because the access to the software and technology made the service delivery more efficient. Shared technology should be further explored in the quantitative study because it was very important in some relationships when aspects of technology were present.

Structural bonds – propensity to exit

Structural bonds – propensity to exit was supported as being relevant by nine of the respondents. The combination of the agencies being committed to working with a particular partner because of "the mutual respect that existed" and the "common commitment to the target group" made this construct irrelevant for some of the respondents. They were already involved in relationships and once the value of the relationship was clear, the inclination to exit because of particular impediments seemed unlikely. Even some of the respondents who did see the relevance of this construct were less enthusiastic than for some of the other constructs regarding the capacity to influence the relationship.

The 'High' support for the construct, Appropriate partners, indicated that the respondents in this study recognised the value of making sure the agencies and staff were appropriate. This focus tended to negate the influence of Structural bonds – propensity to exit. Consequently, Structural bonds – propensity to exit was not included as a construct in the quantitative study.

Uncertainty / comparison of alternatives

Uncertainty / comparison of alternatives had very similar support as Structural bonds – propensity to exit. Ten respondents indicated that this construct was relevant. There was ambivalence towards this construct because agencies had already chosen a partner who was appropriate and they had confidence in what they brought to the relationship. A government agency respondent indicated that it tended to just be involved in these relationships because of their size and influence so there was little doubt it they would be involved. Again, the construct, Appropriate partners, reflected the idea of a construct that would minimise the impact of Uncertainty / comparison of alternatives. For these reasons, Uncertainty / comparison of alternatives was not included as a construct in the quantitative study.

*6.3.3.3 Further consideration of the constructs*

The final construct that warranted extra attention was Time / continuity. All the respondents supported the relevance of this construct but there was some confusion regarding the words used to describe it. The comments regarding Time / continuity reflected more of a focus on the length of time and the intensity of the contact in the relationship than just the issue regarding time. One respondent indicated that it was the intensity of the contact over a number of years that impacted on the relationship rather than just the amount of contact – "in terms of this project there has been quite intense cooperation in a number of projects over a number of years" (Health & community service). Another respondent indicated that it took time to build the relationship and working together to generate the benefits – "we've had four years to work through the issues and we now very understand [sic] where each other is at and can see the benefit," (Sport). The other aspect that was important for this construct was the continuity of the staff involved. Having staff, who had worked together for a period of time, combined with little staff turnover, was also likely to have a greater capacity to establish and manage an effective relationship. A concept that captured the intensity of the relationship over time may be Longevity, rather than focusing on Time / continuity. The application of this construct with an adjusted explanation needed to be explored further.

*6.3.4 Stage two interviews*

Three constructs were identified as requiring further clarification so an additional seven respondents were interviewd. These interviews were conducted within the initial group of respondents to explore their comments regarding the application of Longevity, Power / control, and Quality. Table 6.3 provides the summary of these interviews. All three of these constructs were supported by all of the respondents as being relevant in how they worked with their partners.

Table 6.3 New constructs that evolved from the analysis of the interviews

| Construct | Explanation from interviews | Rating of respondents indicating relevance | Comments and / or quotes |
|---|---|---|---|
| Longevity | Amount of contact and length of involvement in a relationship and continuity of staff | High | There was support for this construct "if we're judging on the last couple of years I would say now that it becomes very important." (Sport). |
| Power / Control | Concern with the participation and fairness in the relationship, i.e. willingness of partners to share decisions, resources and outcomes of relationship | High | The combination of the two constructs Control and Power / parity was supported by all respondents. |
| Quality | Outcome of the service, i.e. what the customer is actually receiving from the service, and the process by which the service is provided or delivered, meets or exceeds expectations. | High | Use of the concept quality with the combination of the meanings from Functional quality and Technical quality was supported by all the respondents.<br><br>The following comment from one respondent captured the essence of quality "so we have to be spot on with what we deliver or they won't come back." (Sport team) |

Longevity was a new construct that was based on the comments from the first round of respondents' comments regarding Time / continuity. All the respondents supported the adjustment to the construct name, and the explanation for Longevity. Although it was strongly supported, there was one respondent who indicated that their operations were so well established that they "can take an event anywhere and it doesn't matter if the people you're working with has [sic] never done it before" (Sport). Nonetheless, they did acknowledge that if they had been working with a partner over a period of time and they were working with the same staff that it would be easier to manage the relationship. As a consequence of these findings, Longevity was included as a construct in the quantitative study.

Power / control was a new construct that combined the explanation from the individual constructs, Control and Power / parity. Neither of the original constructs received a 'High' level of support in the first round of interviews. All the respondents supported this new construct. The strong support for this construct was very clear from one respondent who said, "it's of vital importance and as I say for me it's a fundamental explanatory concept." (Education agency). Power / control was included as one of the constructs in the quantitative study.

Quality was a new construct that was based on the combination of Functional quality and Technical quality. Although the original constructs received 'Medium' and 'High' level of support respectively, there was some confusion regarding the differences between the two constructs. The comments from one respondent reinforced these more general aspects of quality – "the terms, which are essential to understand quality are, outcomes, effectiveness, and efficiency." (Education agency). This reflected the focus of quality on the process of delivery and the outcomes that needed to be generated. Quality should be a construct included in the quantitative study.

### 6.3.5 Important constructs

One of the key matters to resolve in the research was the most important relationship constructs. The main focus for this analysis was earmarked for the quantitative study but an exploration of the nominal importance of the different relationship constructs was explored in the responses from the qualitative study.

The responses to the relationship constructs questions were reviewed to identify the number of respondents that used the word 'important' when discussing the 27 constructs. Table 6.4 provides a list of the constructs in which the respondents mentioned the word important in their discussion of the construct's relevance. The results of this analysis identified 23 constructs in which the respondents used the word "important" in their discussion of the construct. Four or more respondents identified fifteen relationship constructs as being important. This analysis reflected some of the challenge of identifying the most important relationship constructs. Although the relative importance is not identified in this analysis, it does indicate the high number of relationship constructs that were described as important.

Table 6.4 Constructs mentioned as being important in the interviews

| Construct | Number of interview respondents who mentioned construct was important |
|---|---|
| Quality (includes functional and technical quality) | 12 |
| Communication | 10 |
| Commitment | 8 |
| Shared goals / values | 8 |
| Trust | 8 |
| Roles / responsibilities | 7 |
| Satisfaction | 7 |
| Social bonds | 7 |
| Cooperation | 6 |
| Funding & resource allocation | 5 |
| Longevity (includes Time / continuity) | 5 |
| Benefits / outcomes | 4 |
| Cultural / management style | 4 |
| Interdependence / dependence | 4 |
| Leadership | 4 |
| Acquiescence / adaptation | 3 |
| Power / control (includes control and Power / parity) | 2 |
| Appropriate partners | 1 |
| Proximity | 1 |
| Salient issue | 1 |
| Shared technology | 1 |
| Structural bonds / propensity to exit | 1 |
| Uncertainty / comparison of alternatives | 1 |

### 6.3.6 Summary of construct relevance

The analysis the respondents' comments regarding the relevance of the 27 constructs identified 23 constructs that were included in the quantitative study. The final list of constructs generated in the analysis of their relevance were:

- Acquiescence / adaptation,
- Appropriate partners,
- Benefits / outcomes,
- Clear plan & evaluation,
- Commitment,
- Communication,
- Cooperation,
- Cultural / management styles,
- Funding & resource allocation,
- Interdependence / dependence,
- Leadership,
- Longevity,
- Power / control,
- Propensity for risk taking,

- Proximity,
- Quality,
- Roles and responsibilities,
- Salient issue,
- Satisfaction,
- Shared goals / values,
- Shared technology,
- Social bonds, and
- Trust.

Further analysis of the respondents' comments was used to determine if there were other constructs that needed to be considered and to determine if the explanations of the constructs required modification.

## 6.4 Other factors in the relationship

Although the main focus of the interviews was a validation of the relevance of the constructs, the interviews also provided the respondents with an opportunity to make more 'open' comments about relationships and to expand on elements of the relationships that they deemed to be particularly relevant. Initially, the interview asked the respondents to identify the factors that would make their relationship successful or unsuccessful. These questions were discussed prior to the focus on the specific relationship constructs to gain better insights to the factors that influenced their relationships. Transcripts for all other aspects of the interviews were also coded and themes relevant to the development of relationships were identified.

The data analysis process included the steps of open coding, identification of themes and the development of matrices and networks to display the data. This section provides the networks of themes and particular codes to illustrate the concepts that were identified through the interview analysis process. The matrices of the data analysis provide additional detail and are provided in Appendix 4.

Thirteen themes were identified that both raise some new considerations, and confirmed the relevance of the already identified constructs regarding relationship development. The 13 themes were 1) Goals and outcomes; 2) Takes time; 3) Understanding; 4) Resources; 5) People; 6) Communication; 7) Flexibility; 8) Service delivery; 9) Access to target group; 10) Control; 11) Proximity; 12) Documentation; and 13) Compatibility.

Figure 6.1 illustrates the 13 themes. Each of these themes is discussed in sections 6.4.1 to 6.4.13. Diagrams are presented for each theme to illustrate the open codes that contribute to its development. In particular, the themes were explored to determine whether they were incorporated in the constructs identified from the literature, and to clarify any of the explanations of the constructs based on the comments from the respondents.

Figure 6.1 Other themes that influence a relationship
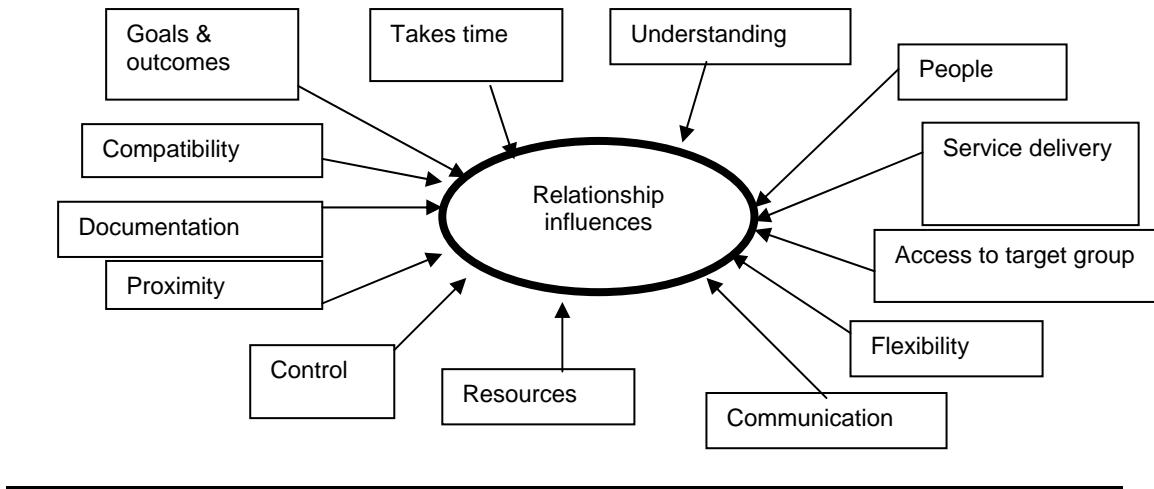


## 6.4.1 Goals and outcomes theme

Goals and outcomes was one of the themes reflected in the open coding of the comments from the respondents. Figure 6.2 illustrates the relationship between the open codes and the Goals and outcomes theme.

Having goals and outcomes that the partners were working to achieve was an important aspect of successful relationships. Comments such as "we can achieve a goal" (Health & community service), and "we are working towards a common goal" (Sport) illustrated the need to have a common target that the relationship was working to achieve. It was also important to have the goals produce outcomes that agencies in the relationship would value, for example, "outcomes were mutually beneficial".

Figure 6.2 Goals and outcomes theme
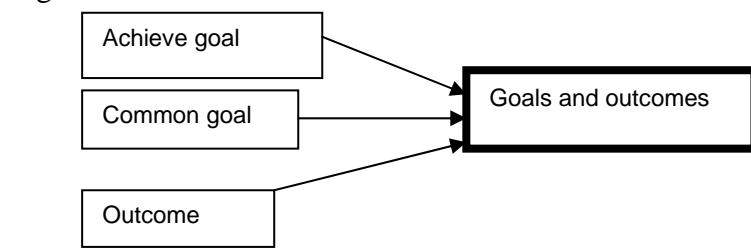
Two relationship constructs from the literature were reflected in these comments. Shared goals / values and Benefits / outcomes incorporated the respondents comments such as "achieve a goal", "common goal" and "outcomes were mutually beneficial".

### 6.4.2 Takes time theme

A second theme that was identified through the analysis of the open codes was that it 'Takes time' to develop a relationship. Figure 6.3 illustrates the open codes that inform this factor.

Figure 6.3 Takes time theme
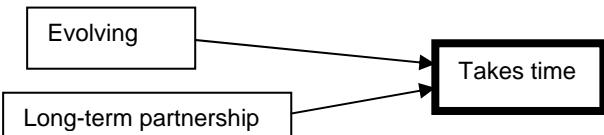


Recognition that the relationship needed to evolve as the partners determined what they wanted to achieve and that a relationship developed for the long term were important aspects of a successful relationship. Comments such as, "it was evolutionary as we figured out what we wanted" (Health & community service), and "looking at a long-term partnership" (Health & community service), illustrated the theme of Takes time. One respondent indicated that making contact with another agency to just ask for a relationship as part of a funding proposal was more likely to make the relationship unsuccessful because it was seen to be opportunistic.

These ideas from Take time were reflected in the constructs Longevity, and Cultural / management styles. The relationship needed to recognise that it would take time for the relationship to evolve and gain an understanding of how the partners operated so a successful relationship could be established.

### 6.4.3 Understanding theme

Understanding of each partners' operations, i.e., the way they operate and the procedures they follow and the unique experience that they bring to the relationship influenced the relationship. Figure 6.4 illustrates the six codes that inform this theme.

Figure 6.4 Understanding theme
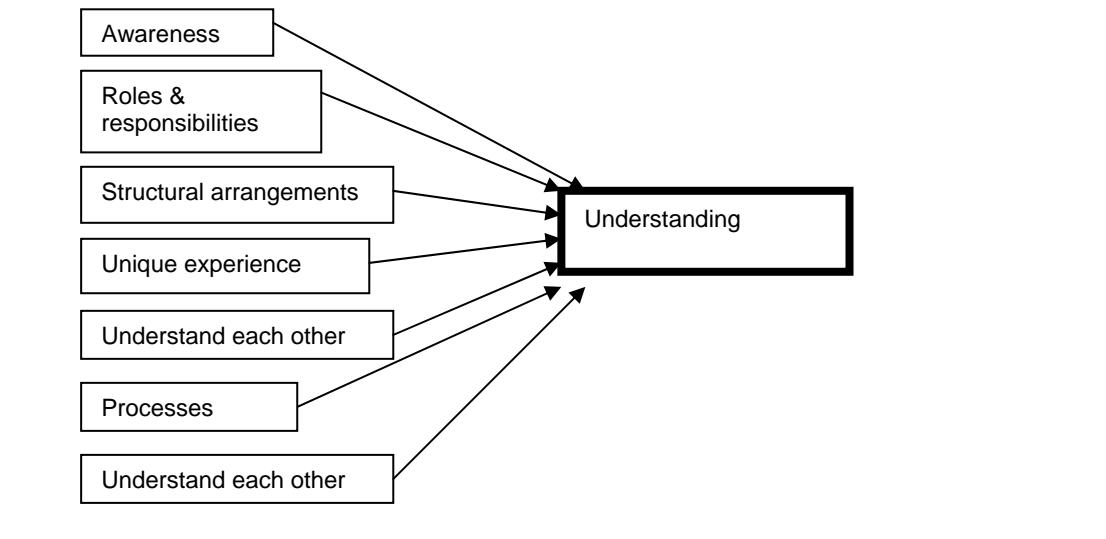


The respondents indicated that it was important to have an understanding of a number of different factors to help make the relationship successful. Awareness of the program led to a successful relationship, e.g., "Because people are aware of **** program they would also come to me" (Government). The understanding also related to the roles and responsibilities of the partners, i.e., "clear definition of role, which is our roles and responsibilities document" (Sport). An explanation of the structural arrangements that needed to be understood was illustrated by this comment from an education agency, "There are a whole lot of structural arrangements that have got to happen". The understanding also needed to incorporate an appreciation of "the unique experience, can you say, provide something that's different" (Sport). There was the need to understand each other so each agency appreciated what they were trying to achieve and how they operated – "understanding what their organisation is about" (Education). If there was a poor understanding of each agency's capacity and expertise then there was some difficulty in the relationship, i.e., "there wasn't that understanding in the first place of what was required from both groups and it ended up being very… poorly handled" (Education). Recognition and awareness of the processes and procedures that different agencies used were important for successful relationships. A lack of understanding and appreciation of the procedures and processes "make it very difficult" (Community).

The Understanding theme incorporated a combination of 1) being aware of the program, 2) recognising each other's roles and responsibilities, 3) appreciating the structural arrangements in the relationship, 4) understanding the unique experience and background that the partners have, 5) understanding what each other is trying to

achieve, and 6) understanding the way they go about their business. These ideas were all contained in the existing constructs. Cultural / management styles included the need for the partners to understand the operations and approaches used to undertake various tasks, this also included an appreciation of the various structural arrangements and processes that influenced their operations. The construct, Interdependence / dependence, captured the idea that the partners recognised the contribution that each could make which was a part of understanding. Roles and responsibilities was a construct that incorporated the need for the partners to have a breadth of knowledge of the skills and contributions they made. Acquiescence / adaptation considered the capacity for the partners to make adjustments when the processes and procedures were not fully compatible. The respondents indicated that having an understanding of these various factors assisted the relationship to be successful.

### *6.4.4 Resources theme*

The Resources theme related to the facilities, staffing, finance, and time that the partners could commit to the relationship. Figure 6.5 illustrates the five codes that inform the Resource theme.

The respondents indicated that availability of resources was important in the successful relationships. The nature of the resources related to three sub-themes: 1) the more purely financial aspects of resources that related to the access of funds and sharing of finances; 2) the sharing of other resources such as expertise such as administration support or event procurement; and 3) issues regarding the maintenance of the facility.

Figure 6.5 Resources theme
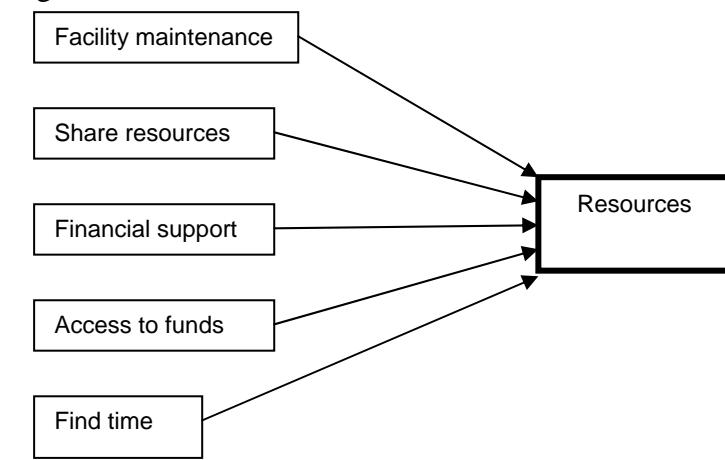
The agencies needed to be able to gain access to the financial support and funds for the relationship to be successful and for projects to proceed. In some instances access to funds was seen as the reason for an agency to be involved in the relationship, i.e., "we are the main stakeholders and has been why **** has been connected with us so they have some access to the money" (Health & community service). There was also an element of competition for limited funding that influenced a relationship, i.e., "One of the partnerships did become sort of negative in relation to the competitive funding issue, as one of our identified partners did apply for the same funding" (Sport).

The capacity to share resources was also important for the successful relationships, i.e., "we get to share resources in terms of equipment and in terms of training" (Health & community service). A key resource that needed to be allocated for the successful relationships was the capacity to find time and connect with the partners.

One aspect that related specifically to sport and probably had less application to other situations related to facility maintenance. Having a facility that was adequately maintained and supported the delivery of the sport events was a resource issue that warranted consideration. The resources put into the facility maintenance and hire arrangements between a facility and a sport association influenced the relationship, i.e., "they look at their financial side of it more than looking at what is required for the sport to put on a good event" (Sport).

All the aspects of the Resources theme were included in the constructs from the literature. Commitment incorporated the ideas of providing resources and effort. These include both the concept of sharing resources and being able to allocate time to the development of the project and relationship. Funding and resource allocation also included the capacity of the partners to contribute staff time, special expertise and finances to the project. The idea of facility maintenance was a bit more problematic. An acceptable standard of facility may be an aspect of the Shared technology that one partner was expected to contribute to the relationship. An adequate facility may not be automatically included in this idea of technology so it was necessary to adjust the definition of Shared technology and change the name of the construct to include the idea of adequate facility. It was not deemed to be necessary to create a specific new construct to incorporate the idea of facility maintenance.

*6.4.5 People theme*

People and their roles in the relationship were mentioned repeatedly in various comments. The role of the individuals in the relationship had an impact on the relationship regarding the expertise they contributed, their style of management, the respect for the interdependence and their continuity in the relationship. Figure 6.6 illustrates the six codes that informed this theme. The People theme identified aspects such as the special skills, expertise, dedication and capacity to work in a team as being important for successful relationships.

Figure 6.6 People theme
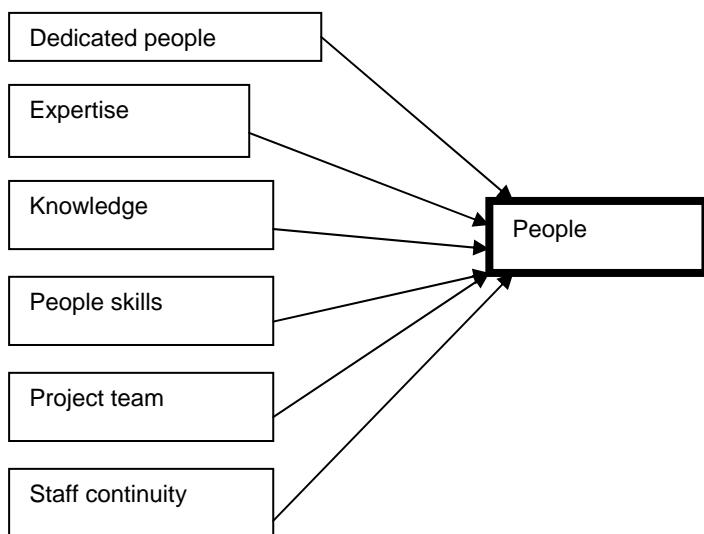


Respondents' statements related to the idea that the nature of the people involved in the relationship were important to its success, e.g., "the staff and managerial people that we worked with" (Sport). The people needed to be flexible and willing to listen as well as bring the necessary expertise and knowledge to the relationship. Statements such as "opportunity to provide intellectual expertise" (Sport), and "having a knowledge of the program" (Health & community service), reflected the skills the people had to support successful relationships.

The nature of the project team was also important in the development of the successful relationship. One respondent indicated that, "The project team itself was crucial to the success" (Government). Another comment indicated that, "they were a dedicated group of people involved" (Government). The people involved in the delivery of relationship outcomes needed to be aware of how the partners functioned, i.e., "I think it is very important for the person who is actually run [sic] programs to

have knowledge of how the ***** runs and have a good grasp on the agencies and what their roles and skills might be" (Government). Having a team of staff who were involved in the relationship with the right mix of knowledge, expertise and dedication contributed to a successful relationship.

There was also an issue about staff continuity in the relationship. "In terms of a true partnership it takes a lot of time and the continuity of workers being involved" (Health and community service). "If we had had a change of managers 2 or 3 times then it would have been difficult to continue to develop those relationships" (Sport).

There was no specific construct from the literature that incorporated the important role that people played in a successful relationship. In fact, the range of people elements mentioned in the interviews would be too complex to capture in a single construct. There were three constructs that related to people in the explanation of the construct and one construct that needed to include a people element in its explanation. The construct, Appropriate partners, indicated that the agencies and staff were appropriate, they have the necessary skills and expertise for the relationship. Leadership also made mention of the range of skills that individuals needed to bring to the relationship. These skills included motivation, commitment, and enthusiasm that incorporated some of the comments being made regarding people. Finally, the construct, Roles and responsibilities, was explained as the knowledge of partners' skills and contributions that they could make. Since there appeared to be a need for a specific focus on the people aspect of the relationship there was value in making this construct more focused on the people aspect of roles and responsibilities. The explanation should remain the same but this construct could be called Staff roles and responsibilities to include a stronger focus on the role of the people in the relationship. There was also a need to consider the role of staff in the Longevity construct to reflect the value of the continuity of staff over time.

### 6.4.6 Communication theme

Communication was one of the most commonly mentioned factors that influenced the relationship. Many respondents mentioned the need for clear, open and honest communication to make the relationship a success. Figure 6.7 illustrates the three open codes that inform this theme. Communication covered many matters in both a general sense and also regarding the need to be consulted and to have regular meetings.

Figure 6.7 Communication theme



---
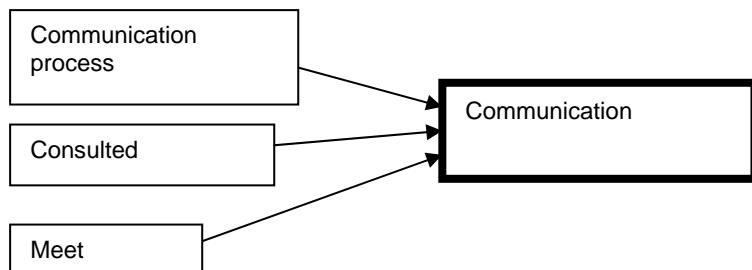
All the comments regarding the Communication theme easily fall within the explanation of the Communication construct. Comments from the respondents indicated that the communication process needed to be "two-way", to include "quality conversations", and at formal and "informal" levels. The communication needed to include newsletters, phone calls, formal meetings and capacity for various agencies to be consulted and have their say regarding the relationship and the projects being developed. One respondent commented that the absence of communication had an impact on the relationship, the "relationship was unsuccessful as there was not communication with them and no meetings with them" (Health and community service).

The explanation for the Communication construct was very inclusive and incorporated the ideas that were mentioned by the respondents. However, the explanation would be clearer if it included a statement about how to communicate such as formal and informal discussions, phone calls, and meetings.

### 6.4.7 Flexibility theme

Flexibility was a factor that was mentioned by several respondents. Figure 6.8 illustrates the open codes that inform this theme. Flexibility related to how the relationship operated in the capacity to adapt to changing expectations and willing to be open to new ideas and be understanding of shared ideas. Flexibility did not appear to be a construct unto itself, but was an element of how many of the other constructs needed to be operationalised.

Figure 6.8 Flexibility theme
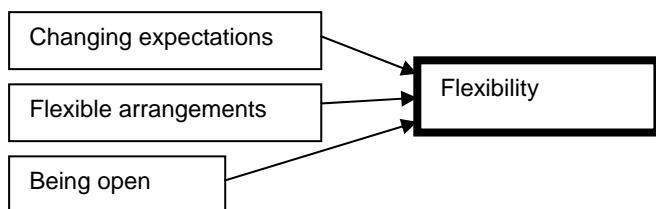


Relationships with partners who were able to change their ways of operating and adapt to other ideas contributed to successful relationships. Statements such as, "they were very flexible and very understanding" (Sport), reflected the value of making adjustments and changes. The capacity for the relationship to be open, and a willingness to listen to other ideas and to be able to accommodate those ideas contributed to successful relationships. Even when there were changing expectations, there needed to be flexibility to listen and incorporate the necessary adjustments. Relationships where the operations and procedures were not flexible were less likely to be successful.

Flexibility was not a construct that had been identified in the literature but it was a concept included in several constructs. Acquiescence / adaptation's explanation included the idea of being able to alter one's processes or policies to accommodate another party. This reflected some of the elements of flexibility. There was some value to include the term 'flexible' in the explanation to better capture this idea. One aspect of Communication's explanation included the concept of negotiating that inferred a sense of being flexible to work towards the project outcomes. These two constructs adequately incorporated the comments the respondents made regarding flexibility.

### 6.4.8 Service delivery theme

Service delivery was a theme that related to the manner in which a program or service was delivered. Figure 6.9 illustrates the open codes that inform this theme. Service delivery related to being able to deliver the outcomes that provided the service to the target groups of the relationship.

Figure 6.9 Service delivery theme
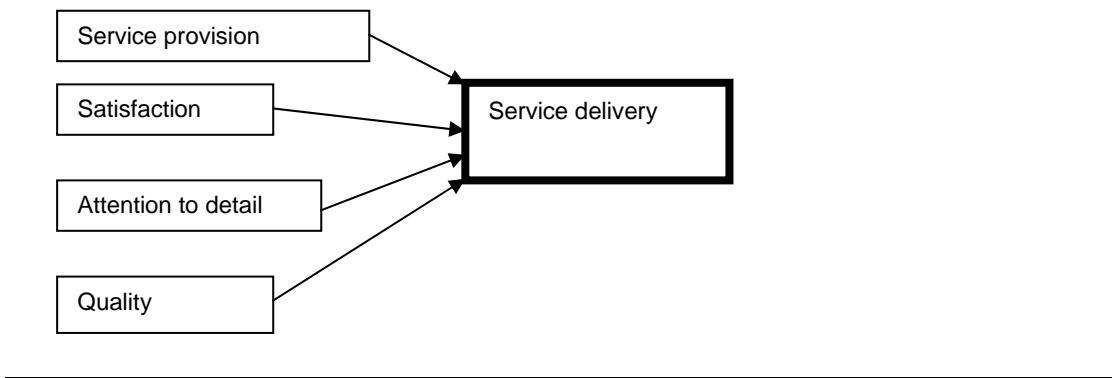


The awareness and mentioning of service delivery as an influence on the successful relationships reflected the need to generate outcomes and meet the needs of everyone involved, e.g., "we are looking at a partnership in a broader sense, service delivery in a broader scale" (Health & community service). One respondent also mentioned the idea of satisfaction regarding the partner's constituents. The service delivery needed to relate to the relationship but there appeared to be a stronger focus on the service that the relationship was working to deliver.

A particular aspect of service delivery that warranted some attention was the comments regarding the willingness to spend time to get everything that was necessary to deliver the service, "they spend a lot of time thinking very laterally of how they can service our needs." (Sport). The attention to detail provided a focus that related to the capacity to negotiate, communicate, understand and commit to service delivery as part of the relationship. The themes of communication and understanding are matters that have already been considered in previous discussion. A failure to appreciate the joint customers' or target group's needs impacted on the relationship, i.e., "the customer service issue is one we are having a big problem with at the moment." Within the sport sector one respondent said, "The quality of the venue is very important".

The Service delivery theme was incorporated in two of the constructs. The new construct, Quality, related to service delivery and the nature of the process and outcomes by which the service was to be managed. Satisfaction was another construct that related to service delivery. The capacity to meet partner expectations related to service delivery. The combination of these two constructs adequately included the ideas that were incorporated in the respondents' general comments about Service delivery.

*6.4.9 Access to target group theme*

Access to target group was a factor that was identified by two respondents who reflected the partner's capacity to bring something to the relationship that could not otherwise be achieved because they were able to get the target group involved. One respondent indicated, "they were able to provide participants from a range of cultural and ethnic backgrounds as well as people with disabilities" (Health and community service). These comments identified a unique feature of a relationship that contributed to the success of a project. The ability to gain access to a particular target group through the partner was a contribution that assisted to make the relationship successful.

The Access to target group theme was a factor incorporated in Appropriate partners. The agencies in the relationship were involved because they would gain access to the target group by working with appropriate partners who have the expertise and contacts to address the relationship outcomes. The explanation for Appropriate partners needed to be adjusted to incorporate the idea of the value of having contacts that would assist the relationship to address their outcomes.

*6.4.10 Control theme*

Control of the resources and the decision-making process was an influence on the relationship. It related to the manner in which authority was applied and negotiated in the relationship. Figure 6.10 illustrates the open codes that contributed to the Control theme.

Figure 6.10 Control theme
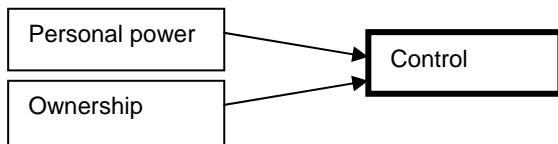


One respondent indicated, "we've had a lot of anxiety and frustration and problems because people want to tell us how to run our sport." (Sport). The "personal power base" was an influence on how the relationship developed. There was also an element of ownership regarding how the partners related to each other and who had the control, i.e., "it created this territorial situation if you like, where some of the sports associations had obviously existing relationships with ****  that were thrown

into a different scenario because of the way in which the venue was hired for this particular need" (Sport).

Control and Power / parity were two of the constructs that were part of the original list based on the literature. Based on earlier discussion, these were combined to create the construct Power/ control. This new construct captured the essence of the need for the authority and input to the decision making to be managed effectively for the relationship to succeed. Acquiescence / adaptation also incorporated some of the elements mentioned here so the control of the relationship maintained a capacity to adjust and incorporate the various partners' needs.

### *6.4.11 Proximity theme*

One respondent indicated that a large geographic distance between their agencies (one was in metropolitan Melbourne and the partner was in regional Victoria) had a negative impact on the relationship. This factor related directly to the construct Proximity and its explanation based on the geographic access of the partners to each other.

### *6.4.12 Documentation theme*

Several respondents indicated that the documentation between the partners was important to record the conditions of the relationship and approaches for resolving conflict. Figure 6.11 illustrates the two open codes that inform the Documentation theme.

Figure 6.11 Documentation theme
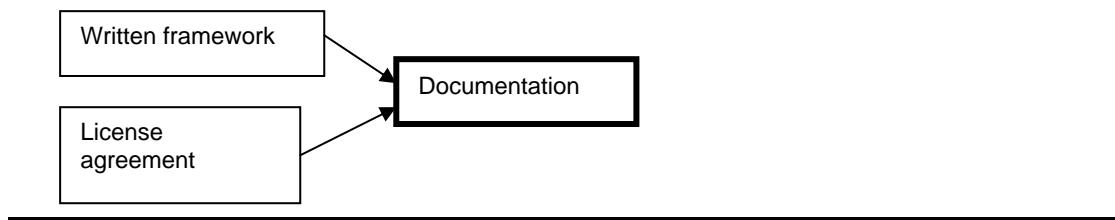


The documentation acted as a guide for the relationship development, i.e., "you've got documents there that you can come back to; documents is not the right word, but a framework in which you can come back to and refer back to all the time that is stable and clear," (Sport). The written framework acted as a reference point that the partners could refer to as the relationship developed. In some instances the documentation was referred to as 'license agreements'.

License agreements were mentioned predominantly by sport agencies but one education respondent also mentioned license agreements. The agreements acted as contracts for how the agencies worked together – "I think that's where agreements can be quite important because you have something in writing" (Education). The agreement needed "to be mutually beneficial" (Education). Another respondent indicated that the license agreement provided guidance regarding what the partners needed to contribute to the relationship, "the license agreement are [sic] a big influence on a more input base than output focused. …I mean there's consideration for a whole range of elements within those license agreement arrangements" (Sport). There appeared, particularly from sport, to be value in having clear documentation of the terms of the relationship and what partners would contribute.

The construct that related most clearly to Documentation was Clear plan and evaluation. This construct's explanation captured the elements of what was included in the interviews but there needed to be a clearer mention in the explanation of the need for the documentation rather than just a "tangible focus for the partnership". The tangible focus needed to be a document that spelled out what the relationship wanted to achieve, how it would resolve matters that were not clear and how the project / relationship was progressing.

### 6.4.13 Compatibility theme

Compatibility related to the manner in which agencies were able to work together and focus on the project. The focus for the agency, and its style of management impacted on the relationship. Figure 6.12 illustrates the codes that contribute to the Compatibility theme.

Figure 6.12 Compatibility theme
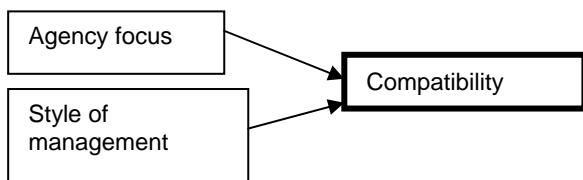


Agency focus incorporated the notion of how the partners related to what was being done and how much they connected to the priorities of their partners – "And maybe the agency's focus may not be on our project, however for me especially as a worker, it is the most important thing to us" (Sport). Another sport agency indicated

its partner tended to only focus on what worked from their point of view and did not consider the perspective of the partner.

The style of management may make it difficult for the partners to work together. One respondent said, "I guess because we are at the community organisation and every organisation has different ways of handling the procedure and worker from other organisation even understand or not familiar with our procedures and make it very difficult" (Health and community service). The agencies needed to have compatible styles of management and operations – "the way we work [is] not clinical in a welfare sense so there is a bit of a clash with the way we work with our partners" (Health and community service).

The constructs that related to Compatibility were Cultural / management styles, Interdependence / dependence, and Shared goals / values. The partners needed to have an understanding of how each partner in the relationship operated. There needed to be an appreciation of what each other could do and what they were able to contribute. If the agencies did not have common values and goals then there was likely to be a less successful relationship. The current definitions of these constructs adequately incorporated these ideas.

### 6.4.14 Summary of themes that influence the relationships

The seventeen interviews generated 161 passages in 45 discrete open codes that were incorporated into 13 themes that were likely to influence the relationships. Figure 6.13 illustrates the Model of factors that influence successful relationships. This figure incorporates the thirteen general themes and the specific open codes that informed the discussion presented above.

Figure 6.13 Model of factors that influence relationships
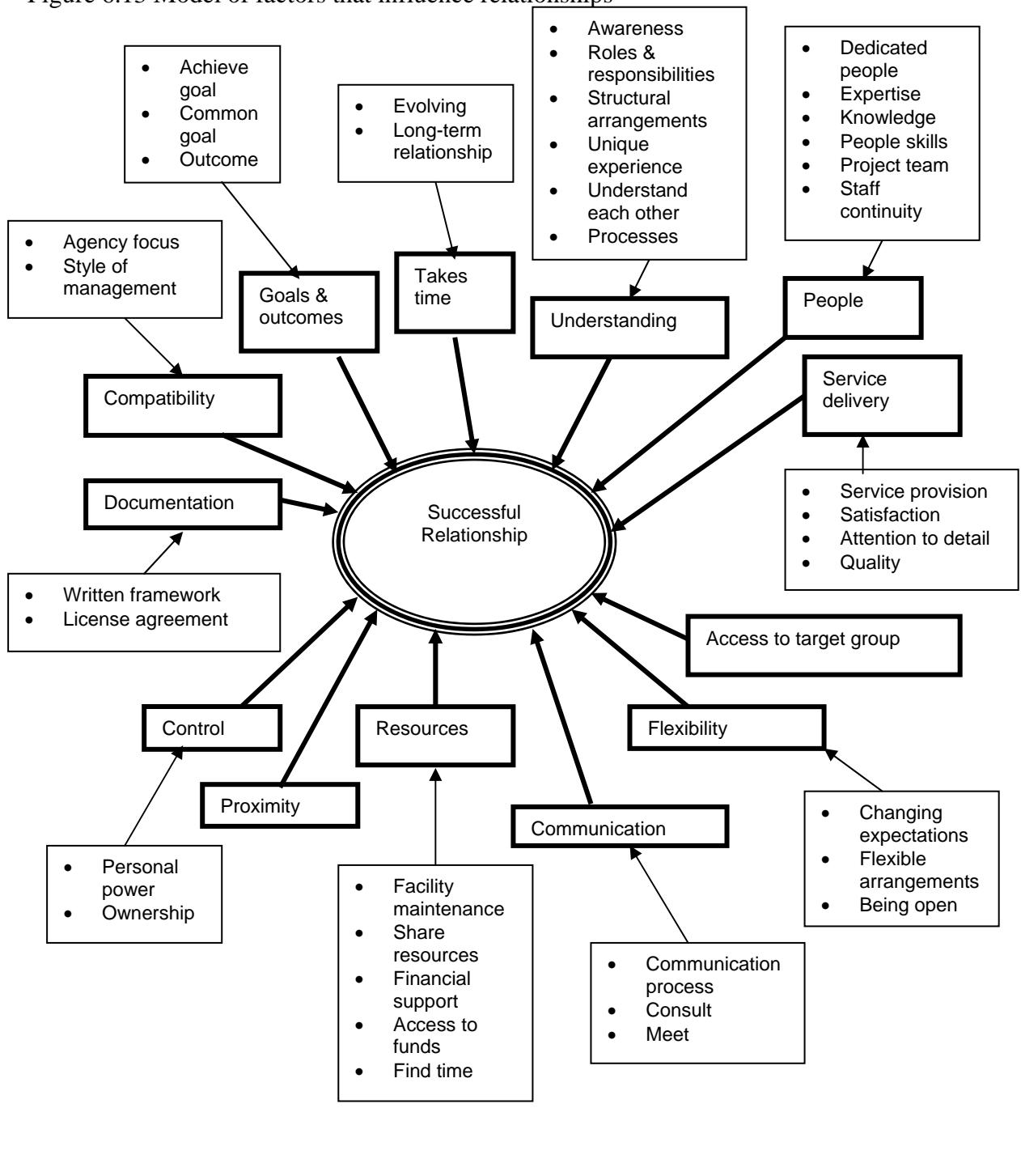
### *6.4.15 Connection of themes and constructs*

Throughout the discussion of the other factors in the relationships, the connection of the themes to the relationship constructs has been mentioned. The thirteen themes provided a general focus of what needed to be considered when developing a relationship. These factors related to 18 specific constructs from the literature. Although some of the construct definitions and construct names needed to be adjusted, there was no need to make any additions to the construct list (these adjustments are discussed further in the next section). Figure 6.14 illustrates how the themes relate to the relationship constructs.

It is worth noting that a construct that featured in the literature, i.e., Trust, did not feature in any of the open coding. A feature of the interviews was the limited attention the respondents had allocated to relationship management. The respondents tended to just take the management of relationships for granted. As one respondent indicated, "I think we could have done this differently. Ask ourselves how things have happened and how things may have been done differently to improve the outcomes (Health and community services)". The process of the interviews identified that the respondents had not put much effort into the management of their relationships so when asked to comment on the relationships they tended to have very spontaneous comments rather than discussion based on previous reflection.

Nonetheless, the thirteen themes provided a useful indication of what needed to be considered in the development of a relationship. The constructs provide a more detailed listing of influences and the final list of constructs refined through this qualitative study were used to inform the quantitative study.

Figure 6.14 Application of themes to constructs from the literature
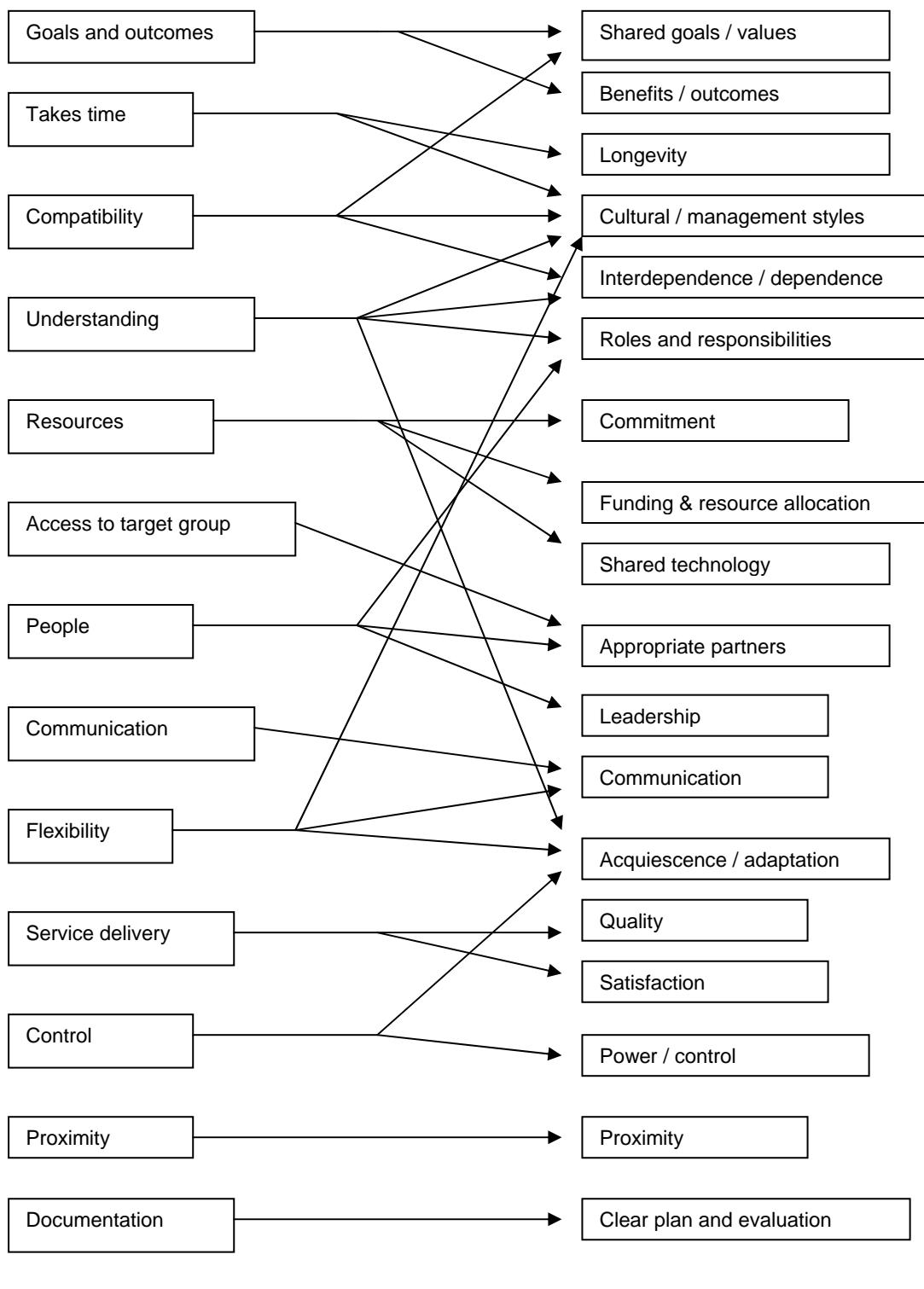
6.5 Adjustment to construct explanations

The relevance of 23 relationship constructs was established in previous discussion. However, some of the construct explanations required clarification to make them more relevant to the respondents. In particular, the analysis of the open codes provided useful insights to the language and terms that better reflected the manner in which the respondents thought about these matters. The adjustments to the explanation of the constructs are summarised in Table 6.5. This table identifies i) the themes that were identified from the open code analysis, ii) the constructs that they relate to, and iii) comments regarding the adjustments that need to be made to the explanation for the various constructs. The eleven constructs that require adjustments to their explanation are Shared goals / values, Benefits / outcomes, Longevity, Cultural / management style, Commitment, Shared technology, Appropriate partners, Roles and responsibilities, Communication, Acquiescence / adaptation, and Clear plan & evaluation. These adjustments and the final construct list based on the qualitative study are presented in Table 6.6.

The main adjustments that needed to be made to the explanations were:

- Shared goals / values needed to incorporate the term 'common goal',

- Benefits / outcomes needed to incorporate the words 'mutually beneficial result',

- Longevity needed to incorporate the idea that the relationship takes time to 'evolve",

- Cultural / management style needed to incorporate terms such as 'structural arrangements and processes', and needed to include the idea of 'flexibility',

- Commitment needed to incorporate the idea of 'time' as part of the commitment,

- Shared technology needed to change to include the special features of a facility,

- Appropriate partners needed to include the idea that a partner in a relationship may provide contacts for access to a particular target group,

- Roles and Responsibilities needed to change its name to Staff roles and responsibilities to provide a greater focus on the people element,

- Communication needed to include examples in the explanation of how to communicate such as "formal and informal discussions, phone calls, meetings, etc.",

- Acquiescence / adaptation needed to include the term 'flexibility' in the explanation, and

- Clear plan & evaluation needed to incorporate the need for documentation as part of the tangible focus for the relationship.

Table 6.5 Construct adjustments based on themes that influence a relationship

| Theme | Relevant constructs and explanation from literature | Adjustments |
|---|---|---|
| Goals and outcomes | Shared goals / values - A joint vision and beliefs regarding the appropriateness and direction of the project | Needs to incorporate terms common goal" |
| | Benefits / outcomes - Focus on stated goals and vision would generate a positive result | Needs to incorporate terms "mutually beneficial result" |
| Takes time | Longevity - Amount of contact and length of involvement in a relationship and continuity of staff | Needs to incorporate the idea that the relationship takes time to "evolve" and understand each other's Cultural / Management style. |
| | Cultural / management style – The operation and approach agencies use to undertake various tasks | No adjustments necessary |
| Understanding | Cultural / management style – The operation and approach agencies use to undertake various tasks | Needs to incorporate terms such as "structural arrangements and processes" for undertaking various tasks. |
| | Interdependence / dependence - Agencies recognise the contribution that each other can make that will be mutually beneficial to achieve the projects goals | No adjustments necessary. |
| | Roles and responsibilities - Breadth of knowledge of partners skills and contributions they can make | No adjustments necessary |
| | Acquiescence / adaptation - tendency for one partner to alter its processes or policies to accommodate the other party | Need to include the term flexibility in the definition |
| Resources | Commitment - A willingness for partners to provide resources and effort from various levels to support the project | Needs to incorporate the idea of "time" as part of the commitment. |
| | Funding & resource allocation - Partners are expected to contribute staff time, expertise and finances to support the project development | No adjustments necessary |
| | Shared technology - The level that one partner values the technology that is provided by another partner in the relationship | Needs to incorporate the idea of a facility as part of the attraction that one partner values – May also need to change the name of the construct to reflect more than just technology. |
| Access to target group | Appropriate partners - Agencies and staff involved are appropriate, they have the necessary skills and expertise to address partnership outcomes. | Needs to incorporate partner's capacity to provide access to a target group via their contacts. |

Table 6.5 continued

| Theme | Relevant constructs and explanation from literature | Adjustments |
|---|---|---|
| People | Roles & responsibilities - Breadth of knowledge of partners skills and contributions they can make | Need to change the name of the construct to Staff roles and responsibilities and make mention of the role of "people" in the explanation. |
| | Appropriate partners - Agencies and staff involved are appropriate, they have the necessary skills and expertise to address partnership outcomes. | No adjustments necessary. |
| | Leadership - Leadership skills cited as being important were motivation, commitment, enthusiasm, vision, patience, open mindedness, perseverance, and an ability to get people excited | No adjustments necessary. |
| Communication | Communication - Willingness to provide information and negotiate in a variety of ways and settings to work towards the project outcomes | Need to include examples of how to communicate "such as through formal and informal discussions, phone calls, meetings, etc." |
| Flexibility | Communication - Willingness to provide information and negotiate in a variety of ways and settings to work towards the project outcomes | No adjustments necessary |
| | Acquiescence / adaptation - Tendency for one partner to alter its processes or policies to accommodate the other party | Needs to incorporate the term "flexibility" in the explanation. |
| | Cultural / management style – The operation and approach agencies use to undertake various tasks | Needs to incorporate the idea that the operations may need to be flexible to accommodate partner operations. |
| Service Delivery | Quality - Outcome of the service, i.e. what the customer is actually receiving from the service, and the process by which the service is provided or delivered, meets or exceeds expectations. | No adjustments necessary |
| | Satisfaction - The evaluative judgment that the relationship activities meet partner expectations | No adjustments necessary |
| Control | Acquiescence / adaptation - Tendency for one partner to alter its processes or policies to accommodate the other party | No adjustments necessary |
| | Power / control - concern with the participation and fairness in the relationship, i.e. willingness of partners to share decisions, resources and outcomes of relationship | No adjustments necessary |
| Proximity | Proximity - Close geographic access | No adjustments necessary |

208

Table 6.5 continued

| Theme | Relevant constructs and explanation from literature | Adjustments |
|---|---|---|
| Documentation | Clear plan & evaluation – A tangible focus for the partnership to know what they want to achieve, a specific process for resolving matters that are not clear and to know how the project / partnership is progressing | Needs to incorporate the need for documentation as part of the tangible focus for the partnership. |
| Compatibility | Shared goals / values - A joint vision and beliefs regarding the appropriateness and direction of the project | No adjustments necessary |
| | Cultural / management style – The operation and approach agencies use to undertake various tasks | No adjustments necessary |
| | Interdependence / dependence - Agencies recognise the contribution that each other can make that will be mutually beneficial to achieve the projects goals | No adjustments necessary |

6.6 Relationship outcomes

Although it was not a focus for the qualitative study, a number of respondents made comments about the value of their relationships and the outcomes that were generated. This section provides a summary of these outcomes to document the value of the relationships and to provide some input to the quantitative study's questions regarding relationship outcomes. The outcomes of the relationships related to the capacity to generate new ideas and different ways of doing things, as well as working together to create something they could not accomplish on their own. The four themes that relate to the relationship outcomes were innovation, sharing ideas, win – win, and working together. Details regarding the themes are provided in Appendix 5. These themes will be compared to the relationship outcome variables that were discussed in Section 3.5 and listed in Table 3.2.

*6.6.1 Innovation*

Several respondents mentioned innovation as a positive outcome of the relationship. "We can come up with new ideas to deliver our services and to create a healthier society. I think it makes a lot of sense to create partnerships" (Health and community service). Another respondent indicated that "working together in a fashion we came up with new activities and different ideas to go further than where we were before" (Health and community service). One sport agency indicated the potential for innovation. They wanted to develop their expertise further to work with their partners to make events more creative and effective but they indicated that their relationships were not yet ready for this type of initiative.

The idea of innovation as an outcome of the relationship fits within the existing outcomes that were identified in Table 3.2. In particular, the outcome of "Help develop new ideas and approaches" captured the idea of innovation that was discussed by some of the respondents.

### 6.6.2 Sharing ideas

Sharing ideas related to the capacity to question their partners as well as gain new insights into the operations.

> Our partners can question us and we also are able to say that we are not comfortable in some situations looking at the level of participation so it is a very overt discussion and that is a sign of the health of the partnership when there is a willingness to share ideas (Health and community service).

The ideas expressed in this theme were included in a number of the outcomes listed in Table 3.2 as internal outcomes. Increase capabilities of managers, and Assist in the development of cooperative marketing strategies were two more specific outcomes that could be generated by the sharing of ideas. This theme also related to the theme of Innovation.

### 6.6.3 Win - win

Win – win related to the capacity for the partners to create positive outcomes for both partners in the relationship.

> I am assisting in that particular service and in the same way they are assisting many in using that service and in the same way they are using me and in most cases we come up with a win-win situation.  So it also means that we can work together to try and develop something that is bigger than what the both of us would do on our own (Health and community service).

The capacity for the partners to work together and create something that was a success for both of them made the relationship an attractive strategy to pursue.

The concept of win-win related to several of the outcomes related to both internal outcomes and external outcomes. The relationship outcome, Assist making a bigger impact, clearly captured the idea of win – win.

*6.6.4 Working together*

Working together related to the win – win idea because agencies that were working together could generate positive outcomes.

> In another situation they said they needed more equipment and we sat
> down and figured out whether that was feasible and how we could do
> it properly and after some discussion and working together for a while
> we came up with the best outcome (Health and community service).

Relationship outcome variables, such as Reduce service duplication and increased use of complementary resources, and Better use of limited resources both include the ideas being expressed in this theme.

*6.6.5 Summary of outcomes*

The four outcomes of innovation, sharing ideas, win – win, and working together indicated some of the value of working in a relationship. The main focus of the qualitative study was on the constructs that would influence the relationship. Nonetheless, the nature of the outcomes that were mentioned reinforced the outcomes from the literature.

6.7 Conclusion

The purposes of the qualitative study were to validate the relevance of the various constructs in the sectors from which they were drawn; to clarify the definitions of the various constructs; and to identify additional constructs / factors that may be relevant that had not been identified by the literature. The study commenced with a list of 27 relationship constructs generated from a review of the literature. The relevance of these constructs and an exploration of other relevant factors that could impact on relationships were discussed in semi-structured interviews with 17 respondents.

Table 6.6 provides the original list of constructs (in alphabetical order) and their explanations based on the literature (this list was originally provided in Table 3.1). The constructs Control and Power / parity were combined to create a construct called Power / control; and Functional quality was combined with Technical quality to create the new construct, Quality. The constructs, Structural bonds / propensity to exit and Uncertainty / comparison of alternatives were eliminated because there was low support from the respondents for these constructs.

Adjustments to the definitions and / or names of the constructs were made to twelve items to better reflect the comments from the respondents and to make the explanations more clear. The constructs that had their explanations adjusted were Acquiescence / adaptation, Appropriate partners, Benefits / outcomes, Clear plan and evaluation, Commitment, Communication, and Cultural / management styles. The construct Roles and responsibilities had its name changed to become Staff roles and responsibilities to better reflect the importance of people in the relationship. Finally, two constructs had their names and explanations adjusted. Shared technology became Shared technology and facilities to incorporate the value that facilities have for some programs, particularly in the sport sector; and Time / continuity became Longevity to better reflect the length of time in the relationship.

Eleven constructs did not have any adjustments made to their explanations because the respondents indicated that they were relevant and there were no open coded statements that warranted any adjustments. The constructs that had no adjustments to their explanations were Cooperation, Funding and resource allocation, Interdependence / dependence, Leadership, Propensity for risk taking, Proximity, Salient issue, Satisfaction, Shared goals / values, Social bonds, and Trust.

The final construct list provides the 23 constructs that are relevant in the development of a relationship in the sport, health and community service, and education sectors. Although these constructs provided a useful guide for the development and management of a relationship there were too many to provide a focus for effective management. Consequently these constructs were explored further in the quantitative study. The quantitative study used these constructs and their explanations to explore the importance and the performance of each construct for community sporting venues and sporting associations' relationships.

Table 6.6 Final Construct List

| Original Constructs | Literature explanation | Final Construct list | Final explanation |
|---|---|---|---|
| Acquiescence / adaptation | Tendency for one partner to alter its processes or policies to accommodate the other party | Acquiescence / adaptation | Tendency for one partner to be flexible and alter its processes or policies to accommodate the other party |
| Appropriate partners | Agencies and staff involved are appropriate, they have the necessary skills and expertise to address partnership outcomes. | Appropriate partners | Agencies and staff involved are appropriate, they have the necessary skills, expertise and contacts to address partnership outcomes. |
| Benefits / outcomes | Focus on stated goals and vision would generate a positive result | Benefits / outcomes | Focus on stated goals and vision would generate a mutually beneficial result |
| Clear plan and evaluation | A tangible focus for the partnership to know what they want to achieve, a specific process for resolving matters that are not clear and to know how the project / partnership is progressing | Clear plan and evaluation | A tangible focus for the partnership, appropriately documented, to know what they want to achieve, a process for resolving matters that are not clear, and systems to monitor how the partnership / project is progressing. |
| Commitment | A willingness for partners to provide resources and effort from various levels to support the project | Commitment | A willingness for partners to provide resources, effort and time from various levels to support the project. |
| Communication | Willingness to provide information and negotiate in a variety of ways and settings to work towards the project outcomes | Communication | Willingness to provide information and negotiate in a variety of ways and settings such as formal and informal discussions, phone calls, meetings, etc. to work towards project outcomes. |
| Control | Willingness of partners to share the control of resources and the financial outcomes of the partnership | See Power / control below | |
| Cooperation | Each partner takes coordinated actions to achieve mutual outcomes | Cooperation | Each partner takes coordinated actions to achieve mutual outcomes |
| Cultural / management styles | The operation and approach agencies use to undertake various tasks | Cultural / management styles | The operations, structural arrangements and processes agencies use to undertake various tasks |
| Functional quality | The process by which the service is provided or delivered | Combined with Technical Quality to become Quality | Outcome of the service, i.e., what the customer is actually receiving from the service, and the process by which the service is delivered, meets or exceeds expectations. |
| Funding and resource allocation | Partners are expected to contribute staff time, expertise and finances to support the project development | Funding and resource allocation | Partners are expected to contribute staff time, expertise and finances to support the project development |
| Interdependence / dependence | Agencies recognise the contribution that each other can make that will be mutually beneficial to achieve the projects goals | Interdependence / dependence | Agencies recognise the contribution that each other can make that will be mutually beneficial to achieve the projects goals |

Table 6.6 continued

| Original Constructs | Literature explanation | Final Construct list | Final explanation |
|---|---|---|---|
| Leadership | Leadership skills cited as being important were motivation, commitment, enthusiasm, vision, patience, open mindedness, perseverance, and an ability to get people excited | Leadership | Leadership skills cited as being important were motivation, commitment, enthusiasm, vision, patience, open mindedness, perseverance, and an ability to get people excited |
| Power / parity | Concern with the participation and fairness in the relationship | Power / control | Concern with the participation and fairness in the relationship, i.e. willingness of partners to share decisions, resources and outcomes of relationship |
| Propensity for Risk Taking | Capacity to go out on a limb, bend the rules and push the envelope with special attention to rigid personnel and financial systems from government agencies | Propensity for risk taking | Capacity to go out on a limb, bend the rules and push the envelope with special attention to rigid personnel and financial systems from government agencies |
| Proximity | Close geographic access | Proximity | Close geographic access |
| Salient issue | Partnership requires an issue or problem that all partners agree warrants resolution. | Salient issue | Partnership requires an issue or problem that all partners agree warrants resolution. |
| Satisfaction | The evaluative judgment that the relationship activities meet partner expectations | Satisfaction | The evaluative judgment that the relationship activities meet partner expectations |
| Shared goals / values | A joint vision and beliefs regarding the appropriateness and direction of the project | Shared goals / values | A common vision and beliefs regarding the appropriateness and direction of the project |
| Shared technology | The level that one partner values the technology that is provided by another partner in the relationship | Shared technology and facilities | The level that one partner values the technology and / or facilities that are provided by another partner in the relationship |
| Social bonds | The nature of the personal relationships that may influence how the partnership is held together | Social bonds | The nature of the personal relationships that may influence how the partnership is held together |
| Roles and Responsibilities | Breadth of knowledge of partners skills and contributions they can make | Staff roles and responsibilities | Breadth of knowledge of partners' skills and contributions they can make |
| Structural bonds / propensity to exit | Partners' interest to remain in the partnership based on forces that create impediments to exit | Eliminated – not relevant | |
| Technical quality | Outcome of the service, i.e. what the customer is actually receiving from the service. () | Combined with Functional quality to be come Quality | |
| Time / continuity | Amount of contact and length of involvement in a relationship | Longevity | Amount of contact and length of time of involvement for a relationship to evolve |
| Trust | Belief that the partner in the relationship will act in a way to support the project's positive outcomes | Trust | Belief that the partner in the relationship will act in a way to support the project's positive outcomes |
| Uncertainty / comparison of alternatives | Confidence and predictability that project outcomes are best available through partners | Eliminated – not relevant | |

CHAPTER 7

QUANTITATIVE STUDY RESULTS

| 1. Introduction |
| 2. Sport associations and sport venues in Australia |
| 3. Relationship development and relationship constructs |
| 4. Framework for understanding the relationships between sport associations and sport venues |
| 5. Research methods |
| 6. Qualitative study results |
| 7. Quantitative study results |
| 8. Discussion |
| 9. Conclusion |

| 7.1 Introduction |
| 7.2 Descriptive statistics |
| 7.3 Importance-performance analysis results |
| 7.4 Inferential statistical analysis |
| 7.5 Summary of quantitative results |
| 7.6 Other comments |

7.1 Introduction

In Chapters Two to Four, the relevant background and a conceptual model underpinning this research were discussed and research questions and hypotheses emerging from the model were provided. The research method used for this study was discussed in Chapter Five. Chapter Six provided discussion of the qualitative study results that were used to inform the development of the questionnaire for the quantitative study. This chapter discusses the results of the quantitative study to better explain the factors that influence the relationships between sport venues and sport associations.

The purpose of this chapter is to provide the results from the quantitative study that surveyed Victorian badminton, basketball, squash, swimming, table tennis and volleyball sporting associations and indoor sporting venues. The sport associations and sport venues were surveyed to identify the factors that influence their relationships and to identify the outcomes associated with these relationships.

*7.1.1 Overview of the chapter*

The chapter is divided into four main sections. The first section provides a discussion of the descriptive statistics and the associated examination of the data. The second section provides a focus on the importance performance analysis. This analysis used a triangulated approach based on the quadrant model, diagonal model and ranking of items analysis to identify the factors that were highest priority for managing the relationships. The third section focuses on the inferential statistics by addressing the hypotheses that were initially presented in Chapter Four. Figure 7.1

illustrates the main foci for the quantitative data analysis. The data from the questionnaire was used to generate descriptive statistics, IPA, and inferential statistics that were analysed in a variety of approaches. The overall discussion of these results is provided in Section 7.5 where there is a synthesis of the previous three sections to provide a summary of the key outcomes regarding the factors that influence the relationships between sport venues and sport associations and the outcomes that these relationships were able to generate. The final section of the chapter provides additional qualitative data based on the other comments provided in the questionnaires.

Figure 7.1 Outline of data presentation from quantitative study
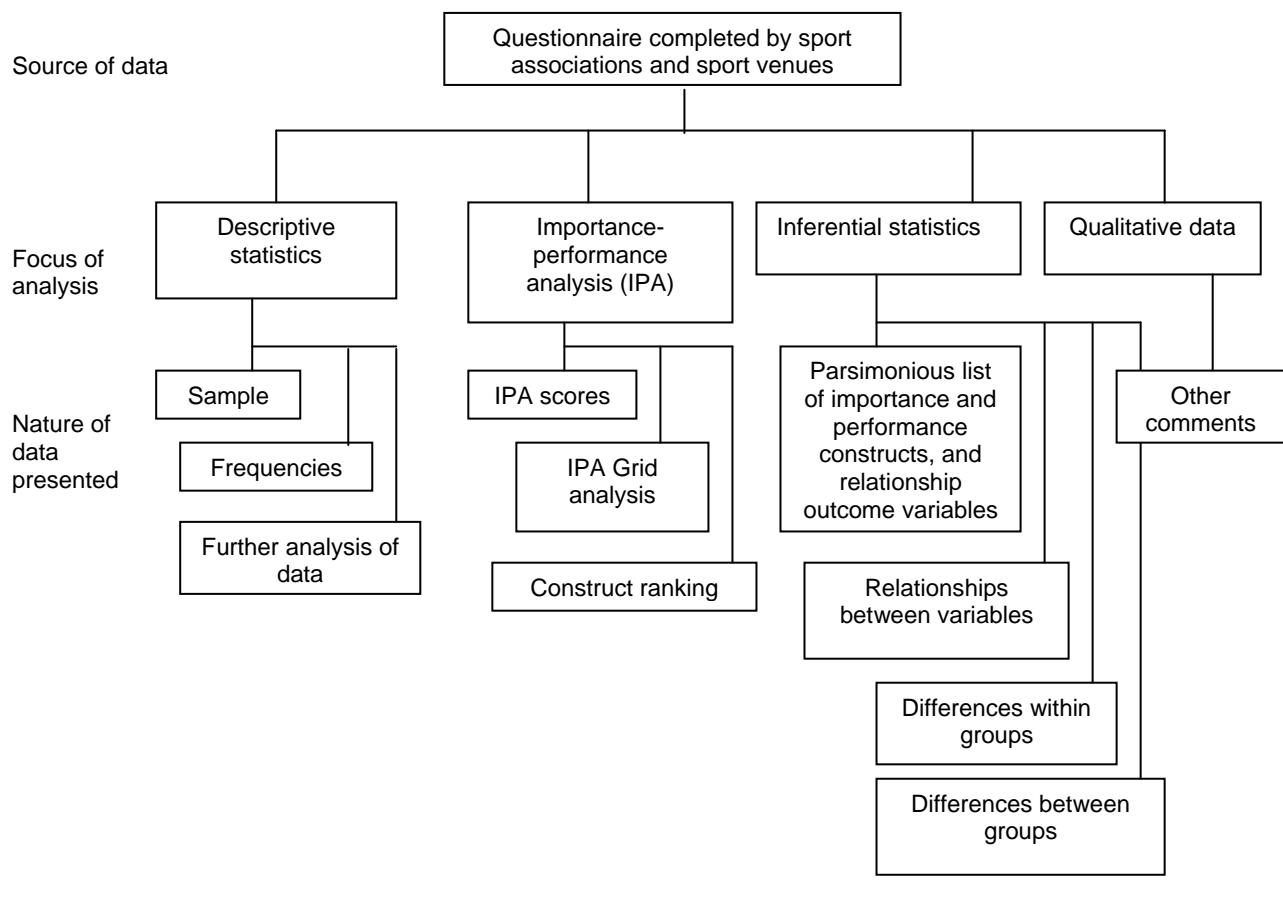


## 7.2 Descriptive statistics

Descriptive statistics were used to organise and summarise the data (Gratton & Jones, 2004). The data presented in this section provide an overview of the information that was collected in the quantitative study. An understanding of the descriptive statistics through a discussion of the response frequencies and related measures was fundamental to the further exploration of the data via inferential

statistics. The discussion covers the sample size, descriptive statistics for the main sections of the questionnaire, examination of the data for analysis suitability, and concludes with a general discussion of the data.

## *7.2.1 Sample*

Chapter 5 provided a detailed explanation of the questionnaire distribution and collection process that included notice of the study postcards, distribution of the questionnaire using a snowball approach, reminder letters, emails and phone calls. Initially, a total of 799 questionnaire packages were distributed with two questionnaires each so the total number of questionnaires distributed was 1598. Seventeen questionnaire packages were returned due to incorrect address information. This left a total of 782 packages to distribute 1564 questionnaires. It should be noted that there was no control regarding the distribution of the pass-on questionnaire so although a total of 782 packages were distributed there was no information regarding the distribution of the second questionnaire in each package. A total of 215 questionnaires was returned.

Inspection of the data responses with high levels of missing data resulted in nine cases being eliminated. Although there was a number of missing cases in the balance of responses, the data were deemed to be suitable for further analysis. This led to a total of 206 cases being used as the basis for the questionnaire analysis. This provided a response rate of 13.2 percent based on the highest potential level of distribution of 1564 questionnaires. The sample was deemed to be adequate to provide representative groups for most analyses. In some instances some groups of respondents were combined for statistical analysis due to low responses from some respondent groups such as rural setting respondents.

The discussion of the sample provides data regarding the descriptive information for the relevant categorical variables about the sample. In particular, tables of data are provided for the respondent type, location of respondent and relationship level. These three variables were used in section 7.4 to further analyse differences among respondents. There is also some discussion of the venue type, respondents' role in the venue, association type and role in the association.

### *7.2.1.1 Respondent type*

Table 7.1 provides a summary of the responses from the various sectors of the questionnaire distribution. Responses were coded as being Association, Pass-on

association, Electronic association, Venue, Pass-on venue and Electronic venue. The key features of the range of respondents were 131 responses from associations and 75 respondents from sport venues. It is worth noting that the 100 Association and 46 Venue respondents who returned the questionnaires, produces a response rate of 18.7% which is better than the overall response rate that includes the Pass-on and Electronic respondent types.

Table 7.1 Respondent type

|  | Frequency | Percent | Cumulative Percent |
|---|---|---|---|
| Association | 100 | 48.5 | 48.5 |
| Pass-on Association | 29 | 14.1 | 62.6 |
| Electronic Association | 2 | 1.0 | 63.6 |
| Venue | 46 | 22.3 | 85.9 |
| Pass-on Venue | 19 | 9.2 | 95.1 |
| Electronic Venue | 10 | 4.9 | 100.0 |
| Total | 206 | 100.0 | |

*7.2.1.2 Location of respondents*

The questionnaire asked the respondents to indicate the location of their venue and sport association. Table 7.2 provides a summary of the location of the respondents. Only three respondents indicated they were part of a rural setting so for the purposes of analysis with the inferential statistics these respondents were included in the country town setting. Some analysis of the respondents also compared differences between metropolitan Melbourne with non-metropolitan Melbourne respondents.

Table 7.2 Location of respondents

|  | Frequency | Percent |
|---|---|---|
| Metro Melb | 94 | 45.6 |
| Provincial town | 23 | 11.2 |
| Country town | 82 | 39.8 |
| Rural setting | 3 | 1.5 |
| Total | 202 | 98.1 |
| Missing | 4 | 1.9 |
| Total | 206 | 100.0 |

*7.2.1.3 Relationship level*

The questionnaire requested the respondents to indicate the nature of their relationship with the relevant sport venue or sport association. Table 7.3 provides the

details of these responses. The spread of relationship levels provided a good range of responses to explore if there were differences among relationship levels for the constructs that influence the relationships and the relationship outcomes. Some of the analysis of relationship level in  7.4 used all three categories, but for some analysis the strategic alliance and integrated collaboration respondents were combined to reflect the respondents who had a relationship beyond the tenant / landlord relationship.

Table 7.3 Relationship level

|  | Frequency | Percent |
|---|---|---|
| Tenant / landlord | 117 | 56.8 |
| Strategic alliance | 61 | 29.6 |
| Integrated collaboration | 24 | 11.7 |
| Total | 202 | 98.1 |
| Missing | 4 | 1.9 |
| Total | 206 | 100.0 |

*7.2.1.4 Other categorical variables*

Data were also collected regarding the type of venue, the respondent's role in the venue or association and the type of association. The types of venues were multi-court sport venues (41.3% of venue respondents), pool and court sport venues (20.0% of venue respondents), single-court venues (12% of venue respondents) and swim pool (6.7% of venue respondents). The "Other" type of venue respondents (20.0% of venue respondents) was pool and court sport venues that also incorporated gyms and other fitness facilities. The venue respondents roles were predominantly manager / senior administrator (80.0% of venue respondents). Only 15 respondents (20%) indicated their role in the venue was something other than manager / senior administrator.

The type of association was mostly single sport with 88.5% of association respondents indicating that was their sport type. Only 11.5% of respondents were part of a multi-sport association. Most of the respondents were identified as club administrators (87.6% of association respondents) with only 9 association respondents (7%) indicating they were a coach and 5 association respondents (3.9%) indicating they were a club official / referee. Two respondents (1.6%) identified their role as Other.

It was expected that most of the respondents would either be the venue manager / senior administrator and the association respondents would be club

administrators because of the way the questionnaire packages were addressed. Although it was hoped that the pass-on questionnaires would be forwarded to other types of positions in the venues and associations this did not appear to happen to any great extent.

*7.2.2 Construct and relationship outcome frequencies*

The majority of the questionnaire requested the respondents to rate the importance and performance of the 24 relationship constructs and the level of achievement of the 22 relationship outcomes. The discussion in this section provides the frequencies of responses of the construct importance, construct performance, overall relationship importance and performance, ranking of constructs, and the relationship outcome. Most of these variables were rated on a seven-point Likert scale so the frequency tables provide the number of responses, mean score, standard deviation, skewness and kurtosis. The overall understanding of the construct and relationship outcome frequency of responses provided a good foundation for the subsequent importance-performance analysis and the inferential analysis.

The questionnaire also provided the opportunity for the respondents to indicate if particular constructs or relationship outcomes were not applicable to their relationship. This aspect of the responses is also discussed in this section so the impact of the less applicable variables can be fully considered in the subsequent analyses. The cases that indicated the construct was not applicable were treated as missing cases for the purposes of any calculations in the statistical analysis.

*7.2.2.1 Importance constructs*

The respondents were requested to rate the importance of the relationship constructs on a scale of 1 Not important to 7 Extremely important. Table 7.4 provides relevant data for the all the importance constructs based on descending order of the mean score.

All the constructs were deemed to be important with mean scores ranging from 4.77 (Shared technology) to 6.22 (Communication). The high rating of the importance of the constructs was also reflected in the mode scores where the score of six was the mode for all constructs except Communication (mode was seven) and Shared technology (mode was five).

It is worth noting that the outcome from the pilot survey of the questionnaire reinforced the value of having Facility as a single construct (refer to Section 5.4.5).

After the qualitative study Facility was included as part of Shared technology but its relatively high importance was identified by its high importance rating .

Further analysis of the data through the importance-performance analysis and the inferential statistics assisted in the determination of the most important constructs.

Table 7.4 Importance construct ratings

| Constructs | N | | | Mean | Mode | Std. Deviation | Skewness | Kurtosis |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| | Valid | Missing | Not applicable | | | | | |
| Communication | 203 | 2 | 1 | 6.22 | 7 | 0.804 | -0.876 | 0.642 |
| Quality | 199 | 1 | 6 | 6.10 | 6 | 0.885 | -0.982 | 1.492 |
| Facility | 197 | 2 | 7 | 6.09 | 6 | 0.85 | -0.872 | 0.873 |
| Trust | 200 | 1 | 5 | 6.07 | 6 | 0.877 | -0.86 | 0.646 |
| Commitment | 199 | 2 | 5 | 6.01 | 6 | 0.964 | -1.456 | 3.19 |
| Cooperation | 199 | 1 | 6 | 5.93 | 6 | 0.97 | -1.144 | 1.671 |
| Interdependence / dependence | 200 | 1 | 5 | 5.91 | 6 | 0.898 | -0.916 | 0.871 |
| Satisfaction | 200 | 4 | 2 | 5.88 | 6 | 0.896 | -0.554 | -0.152 |
| Appropriate partners | 199 | 1 | 6 | 5.88 | 6 | 1.001 | -0.895 | 0.916 |
| Leadership | 195 | 0 | 11 | 5.81 | 6 | 1.162 | -1.296 | 2.095 |
| Shared goals / values | 201 | 1 | 4 | 5.69 | 6 | 1.08 | -1.008 | 1.327 |
| Staff roles & responsibilities | 196 | 1 | 9 | 5.63 | 6 | 1.118 | -0.816 | 0.608 |
| Management styles | 195 | 1 | 10 | 5.62 | 6 | 1.117 | -1.033 | 1.902 |
| Relevant issue | 194 | 1 | 11 | 5.59 | 6 | 1.065 | -0.725 | 0.384 |
| Power / control | 196 | 2 | 8 | 5.58 | 6 | 1.076 | -1.05 | 1.512 |
| Benefits / outcomes | 197 | 1 | 8 | 5.56 | 6 | 1.061 | -0.583 | 0.111 |
| Social bonds | 198 | 1 | 7 | 5.41 | 6 | 1.322 | -0.612 | -0.214 |
| Clear plan & evaluation | 192 | 0 | 14 | 5.40 | 6 | 1.241 | -0.801 | 0.607 |
| Adaptation | 197 | 1 | 8 | 5.39 | 6 | 1.171 | -0.829 | 1.109 |
| Proximity | 195 | 1 | 10 | 5.32 | 6 | 1.451 | -0.907 | 0.557 |
| Longevity | 203 | 1 | 2 | 5.21 | 5 | 1.214 | -0.447 | 0.112 |
| Willingness to be flexible | 188 | 1 | 17 | 5.18 | 6 | 1.429 | -0.856 | 0.383 |
| Funding & resource allocation | 182 | 3 | 21 | 5.12 | 6 | 1.361 | -0.726 | 0.402 |
| Shared technology | 168 | 1 | 37 | 4.77 | 5 | 1.427 | -0.447 | -0.065 |

Table 7.4 also itemised the standard deviation, skewness and kurtosis for each construct. The standard deviation measured the level of variation in the results for each variable. The standard deviation ranged between 1.451 (Proximity) to 0.804 (Communication). This indicated that the sample was most homogeneous for Communication and least homogeneous for Proximity. The skewness measure provided an indication of the symmetry of the data distribution. The skewness for the importance constructs was negative, which indicated that the data was clustered

towards the higher level of the scores. The kurtosis measure provided information about the 'peakedness' of the data distribution. The positive kurtosis scores indicated that the data was peaked, such as Commitment (kurtosis = 3.19) and Leadership (kurtosis = 2.095), and the negative kurtosis scores indicated a relatively flat distribution, for example Social bond (kurtosis = -0.214) and Satisfaction (kurtosis = -0.152). The overall impact of skewness and kurtosis for the data is covered in Section 7.2.3.2 where tests for normality are discussed.

### 7.2.2.2 Performance constructs

The respondents were requested to rate the performance of each construct for their relationship with the sport association / sport venue. Table 7.5 provides the relevant data for the performance of the constructs based on the descending order of the mean scores.

Table 7.5 Performance construct ratings

| Constructs | N | | | Mean | Mode | Std. Deviation | Skewness | Kurtosis |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| | Valid | Missing | Not applicable | | | | | |
| Proximity | 191 | 6 | 9 | 5.16 | 5 | 1.217 | -0.500 | 0.408 |
| Facility | 195 | 4 | 7 | 5.11 | 5 | 1.179 | -0.507 | -0.074 |
| Communication | 201 | 4 | 1 | 5.07 | 5 | 1.369 | -0.835 | 0.582 |
| Appropriate partners | 197 | 3 | 6 | 5.02 | 5 | 1.235 | -0.472 | -0.041 |
| Commitment | 199 | 2 | 5 | 4.89 | 6 | 1.253 | -0.608 | 0.05 |
| Quality | 197 | 3 | 6 | 4.89 | 5 | 1.366 | -0.670 | 0.294 |
| Trust | 198 | 3 | 5 | 4.86 | 5 | 1.325 | -0.742 | 0.451 |
| Social bonds | 197 | 2 | 7 | 4.77 | 5 | 1.416 | -0.537 | 0.213 |
| Interdependence / dependence | 199 | 2 | 5 | 4.76 | 6 | 1.279 | -0.485 | 0.016 |
| Longevity | 202 | 2 | 2 | 4.75 | 5 | 1.278 | -0.485 | 0.231 |
| Satisfaction | 199 | 5 | 2 | 4.74 | 5 | 1.319 | -0.855 | 0.619 |
| Relevant issue | 191 | 4 | 11 | 4.70 | 5 | 1.156 | -0.387 | 0.160 |
| Staff roles & responsibilities | 195 | 2 | 9 | 4.68 | 5 | 1.378 | -0.487 | 0.062 |
| Cooperation | 198 | 2 | 6 | 4.68 | 5 | 1.362 | -0.603 | 0.202 |
| Leadership | 194 | 2 | 10 | 4.60 | 5 | 1.517 | -0.383 | -0.213 |
| Shared goals / values | 199 | 3 | 4 | 4.56 | 5 | 1.269 | -0.647 | 0.46 |
| Management styles | 194 | 2 | 10 | 4.52 | 5 | 1.316 | -0.396 | -0.276 |
| Benefits / outcomes | 196 | 2 | 8 | 4.48 | 5 | 1.287 | -0.428 | 0.213 |
| Power / control | 194 | 4 | 8 | 4.37 | 4 | 1.345 | -0.419 | 0.068 |
| Adaptation | 196 | 2 | 8 | 4.37 | 4 | 1.377 | -0.231 | -0.143 |
| Funding & resource allocation | 181 | 4 | 21 | 4.35 | 5 | 1.365 | -0.477 | 0.167 |
| Clear plan & evaluation | 189 | 3 | 14 | 4.30 | 4 | 1.421 | -0.368 | -0.029 |
| Shared technology | 168 | 1 | 37 | 4.24 | 4 | 1.260 | -0.144 | 0.579 |
| Willingness to be flexible | 185 | 4 | 17 | 4.19 | 4 | 1.497 | -0.269 | -0.368 |

All the constructs were performing relatively well with mean scores ranging from 5.16 (Proximity) to 4.19 (Willingness to be flexible). The high rating of the performance of the constructs was also reflected in the mode for all the constructs, two constructs had modes of six, 17 constructs had modes of five, and four constructs had modes of four. The results indicated that all the constructs were performing well. It should be noted that the mean performance scores for all the constructs were lower than the mean importance scores in Table 7.4. This matter will receive more discussion in Section 7.4.

### 7.2.2.3 Overall relationship importance and performance

Once the respondents had rated the importance and performance of all the relationship constructs the questionnaire requested them to rate the overall importance and performance of their relationship with the sport associations / sport venues. Table 7.6 provides the key data from these questions.

Table 7.6 Overall ratings of relationship importance and performance

|  | N | | | Mean | Mode | Std. Deviation | Skewness | Kurtosis |
|---|---|---|---|---|---|---|---|---|
|  | Valid | Missing | Not applicable | | | | | |
| Overall importance | 205 | 1 | 0 | 6.00 | 6 | 1.034 | -1.990 | 6.301 |
| Overall performance | 205 | 1 | 0 | 5.19 | 6 | 1.360 | -0.940 | 0.661 |

The overall relationship importance was rated very highly with a mean score of 6.00 on a seven point scale. This indicated that the respondents saw the value of the relationship between the sport venue and sport associations. The performance of the relationship was also rated very highly. The fact that the overall importance rating was higher than the overall performance rating was consistent with the ratings of the individual construct importance and performance.

The overall ratings of the importance and performance of the relationships were used as the dependent variables in the further analysis of the various constructs and relationship outcomes. This analysis is presented in Section 7.4.

### 7.2.2.4 Ranking of the most important relationship constructs

In order to better understand the constructs that had the most impact on the relationships the respondents were asked to rank the most, second most and third most

important factors that influenced a relationship with a sport association / sport venue. Table 7.7 provides the frequency of responses and valid percent for the most, second most and third most important factors in the relationship. The table also provides a combined analysis to show a calculated score and overall ranking based on the calculated score. A system of weighting these scores was used to calculate an overall score to determine the overall ranking. The calculated score was determined by multiplying the most important frequency responses by three, the second most important frequencies by two and then adding the third most important frequency. The data in Table 7.7 are presented in descending order based on the Overall ranking.

Table 7.7 Relationship construct ranking

| Constructs | Most important ranking | | 2nd most important ranking | | 3rd most important ranking | | Combined analysis | |
|---|---|---|---|---|---|---|---|---|
| | Frequency | Valid Percent | Frequency | Valid Percent | Frequency | Valid Percent | Calculated Score | Overall Ranking |
| Communication | 55 | 27.4 | 39 | 19.4 | 18 | 9.0 | 261 | 1 |
| Commitment | 29 | 14.4 | 23 | 11.4 | 15 | 7.5 | 148 | 2 |
| Cooperation | 17 | 8.5 | 29 | 14.4 | 19 | 9.5 | 128 | 3 |
| Trust | 14 | 7.0 | 13 | 6.5 | 17 | 8.5 | 85 | 4 |
| Quality | 16 | 8.0 | 10 | 5.0 | 15 | 7.5 | 83 | 5 |
| Facility | 15 | 7.5 | 13 | 6.5 | 12 | 6.0 | 83 | 5 |
| Shared goals / values | 8 | 4.0 | 11 | 5.5 | 10 | 5.0 | 56 | 7 |
| Leadership | 5 | 2.5 | 10 | 5.0 | 9 | 4.5 | 44 | 8 |
| Adaptation | 7 | 3.5 | 6 | 2.9 | 7 | 3.5 | 40 | 9 |
| Appropriate partners | 8 | 4.0 | 6 | 2.9 | 2 | 1.0 | 38 | 10 |
| Clear plan & evaluation | 7 | 3.5 | 4 | 2.0 | 7 | 3.5 | 36 | 11 |
| Interdependence / dependence | 7 | 3.5 | 4 | 2.0 | 6 | 3.0 | 35 | 12 |
| Satisfaction | 1 | .5 | 1 | .5 | 16 | 8.0 | 21 | 13 |
| Proximity | 1 | .5 | 7 | 3.5 | 3 | 1.5 | 20 | 14 |
| Social bonds | 1 | .5 | 3 | 1.5 | 11 | 5.5 | 20 | 14 |
| Willingness to be flexible | | | 6 | 3.0 | 8 | 4.0 | 20 | 14 |
| Funding & resource allocation | 3 | 1.5 | 4 | 2.0 | 2 | 1.0 | 19 | 17 |
| Management styles | 2 | 1.0 | 3 | 1.5 | 5 | 2.5 | 17 | 18 |
| Benefits / outcomes | 1 | .5 | 4 | 2.0 | 5 | 2.5 | 16 | 19 |
| Power / control | 2 | 1.0 | 2 | 1.0 | 4 | 2.0 | 14 | 20 |
| Longevity | 1 | .5 | 1 | .5 | 6 | 3.0 | 11 | 21 |
| Staff roles and responsibilities | 1 | .5 | 2 | 1.0 | 1 | .5 | 8 | 22 |
| Relevant issue | | | | | 1 | .5 | 1 | 23 |
| Total | 201 | 100.0 | 201 | 100.0 | 199 | 100.0 | | |
| Missing | 5 | | 5 | | 7 | | | |
| Total | 206 | | 206 | | 206 | | | |

The results of the ranking analysis indicated that the most important constructs were Communication, Commitment, Cooperation, Trust, Quality, and Facility. These top six ranked constructs were much higher than the remainder of the ranked constructs. These six constructs also corresponded with the highest rating of the importance constructs but the order of the rating and the ranking had some differences. Further analysis of the most important constructs was explored further in Section 7.4.2 where a correlation analysis between the rank of the importance rating scores and ranking of the constructs was undertaken.

*7.2.2.5 Relationship outcomes*

The respondents were requested to rate the level of achievement for 22 relationship outcomes that could be attributed to their relationship with the sport association / sport venue. Table 7.8 provides the relevant data for the responses to the relationship outcomes based on the descending order of the mean scores.

The relationship outcomes were all rated as a positive achievement of the relationship because all the mean scores were greater than four, which was the median point of the scale. The mean scores for the relationship outcomes ranged from 5.10 (Improve communication networks) to 4.24 (Share power of leaders and influentials).

The highest rating relationship outcomes with mean scores greater than five were Improve communication networks, Increased usage, Sense of community ownership & pride, Increased community involvement & support and Problem solved. These variables indicated that the relationship was having positive impacts at both the operational level for the venue and association by its capacity to increase usage as well and solve problems; and the community level because of the relationships' capacities to provide a sense of community ownership and increasing community involvement.

It is important to note that a number of the relationship outcome variables had a relatively high level of respondents who indicated that the variable was not applicable. This consideration is discussed in the next section.

Table 7.8 Relationship outcome ratings

| Relationship outcome variables | N | | | Mean | Mode | Std. Deviation | Skewness | Kurtosis |
|---|---|---|---|---|---|---|---|---|
| | Valid | Missing | Not applicable | | | | | |
| Improve communication networks | 195 | 6 | 5 | 5.10 | 6 | 1.388 | -0.711 | 0.093 |
| Increased usage | 197 | 7 | 2 | 5.09 | 6 | 1.575 | -0.880 | 0.101 |
| Sense of community ownership & pride | 190 | 5 | 11 | 5.06 | 6 | 1.567 | -0.688 | -0.263 |
| Increased community involvement & support | 191 | 8 | 7 | 5.06 | 6 | 1.441 | -0.753 | 0.120 |
| Problem solved | 194 | 5 | 7 | 5.05 | 6 | 1.322 | -0.802 | 0.683 |
| Provide experience & knowledge | 179 | 7 | 20 | 4.97 | 6 | 1.384 | -0.696 | 0.053 |
| Enhanced stability | 184 | 7 | 15 | 4.96 | 5 | 1.288 | -0.585 | 0.267 |
| Better use of limited resources | 187 | 7 | 12 | 4.87 | 5 | 1.429 | -0.668 | 0.142 |
| Increased services | 188 | 6 | 11 | 4.81 | 6 | 1.461 | -0.526 | -0.341 |
| Develop new ideas & approaches | 186 | 6 | 14 | 4.73 | 5 | 1.475 | -0.435 | -0.415 |
| Increased revenue, funding & resources | 185 | 6 | 15 | 4.68 | 5 | 1.467 | -0.518 | -0.221 |
| Increased awareness to different comm. | 182 | 5 | 19 | 4.68 | 6 | 1.448 | -0.345 | -0.543 |
| Enhanced legitimacy or credibility | 175 | 8 | 23 | 4.63 | 5 | 1.362 | -0.377 | -0.102 |
| Increase organisational flexibility | 176 | 5 | 25 | 4.63 | 5 | 1.457 | -0.515 | -0.084 |
| Increase lobbying strength | 175 | 6 | 25 | 4.57 | 5 | 1.581 | -0.442 | -0.462 |
| Increase managers' capability | 166 | 7 | 33 | 4.56 | 5 | 1.446 | -0.414 | -0.368 |
| Assist make a bigger impact | 182 | 6 | 18 | 4.54 | 5 | 1.353 | -0.250 | -0.228 |
| Reach more diverse people & minorities | 178 | 7 | 21 | 4.51 | 4[a] | 1.556 | -0.258 | -0.735 |
| Cost & other savings | 177 | 7 | 22 | 4.47 | 4 | 1.570 | -0.303 | -0.549 |
| Reduced duplication & increase comp res | 152 | 6 | 48 | 4.38 | 4 | 1.442 | -0.250 | -0.303 |
| Develop cooperative marketing | 168 | 6 | 32 | 4.32 | 4 | 1.557 | -0.356 | -0.519 |
| Share power of leaders & influentials | 161 | 8 | 37 | 4.24 | 5 | 1.452 | -0.233 | -0.502 |

[a] – Multiple modes exist. The smallest value is shown.

### 7.2.2.6 Not applicable ratings

The rating of the importance and performance of the relationship constructs and the rating of the relationship outcomes provided the respondents the opportunity to indicate if the variable was 'Not applicable' in their relationship with a sport association / sport venue. Some of the variables had quite high levels of being deemed not applicable. This section focuses specifically on these aspects of the results because this information needed to be taken into consideration in the further analysis of the data. Variables that had relatively high ratings of 'Not applicable' were identified in subsequent analyses, particularly when these variables were significant in the inferential statistical analysis.

Relationship constructs

Table 7.9 provides data about the relationship constructs and the number of 'not applicable' responses. There were six variables that had more than five percent of respondents indicating the relationship construct was Not Applicable. Every other variable had less than five percent Not Applicable responses. These six variables were monitored during the analysis of the data to determine if they were identified as being important in any of these analyses and also to determine if they had any influence in the principal component analysis or regression analysis. For example, Leadership was ranked as the eighth most important construct in Table 7.7. This relatively high ranking needed to also take into account that over five percent of respondents indicated that Leadership was not applicable in their relationships.

Table 7.9 Not applicable relationship constructs

| Constructs | Not Applicable Frequency | Percent of total responses |
|---|---|---|
| Shared technology | 37 | 18.0 |
| Funding & resource allocation | 21 | 10.2 |
| Willingness to be flexible | 17 | 8.3 |
| Clear plan & evaluation | 14 | 6.8 |
| Relevant issue | 11 | 5.3 |
| Leadership | 11 | 5.3 |
| Management style | 10 | 4.9 |
| Proximity | 10 | 4.9 |
| Staff roles & responsibilities | 9 | 4.4 |
| Benefits / outcomes | 8 | 3.9 |
| Power / control | 8 | 3.9 |
| Adaptation | 8 | 3.9 |
| Social bond | 7 | 3.4 |
| Facility | 7 | 3.4 |
| Cooperation | 6 | 2.9 |
| Quality | 6 | 2.9 |
| Appropriate partners | 6 | 2.9 |
| Commitment | 5 | 2.4 |
| Interdependence / dependence | 5 | 2.4 |
| Trust | 5 | 2.4 |
| Shared goals / values | 4 | 1.9 |
| Longevity | 2 | 1.0 |
| Satisfaction | 2 | 1.0 |
| Communication | 1 | 0.5 |

Relationship outcome variables

The exploration of the not applicable ratings for the relationship outcome variables provided even more noteworthy results. There were 18 variables that were deemed to be not applicable by over five percent of the respondents. As stated previously, the relationship constructs were explored for their application via the qualitative study but the only screening of the relationship outcome variables was via the incidental comments in the qualitative study and the pilot study of the questionnaire. The relatively high number of respondents who indicated that many of the relationship outcome variables were not applicable in their relationships was taken into account when this set of variables was explored further in subsequent analysis. Table 7.10 provides the summary of the not applicable responses for the relationship outcomes.

Table 7.10 Not applicable responses for relationship outcome variables

| Relationship outcome / achievement | Not applicable frequency | Percent of total responses |
|---|---|---|
| Reduce service duplication and increased use of complementary resources | 48 | 23.3 |
| Share the power of leaders and other influential people | 37 | 18.0 |
| Increase capabilities of managers | 33 | 16.0 |
| Assist in the development of cooperative marketing strategies | 32 | 15.5 |
| Increase lobbying strength | 25 | 12.1 |
| Increased organisational flexibility | 25 | 12.1 |
| Enhance the legitimacy or credibility of one or more of the partners | 23 | 11.2 |
| Produce cost and other resource savings | 22 | 10.7 |
| Able to reach more diverse people or minority groups | 21 | 10.2 |
| Provide more experience and knowledge of a program | 20 | 9.7 |
| Increased awareness of programs to different community sectors | 19 | 9.2 |
| Assist in producing a bigger impact | 18 | 8.7 |
| Provide possibilities for increased revenue, funding and resources | 15 | 7.3 |
| Enhanced stability | 15 | 7.3 |
| Help develop new ideas & approaches | 14 | 6.8 |
| Better use of limited resources | 12 | 5.8 |
| Develop sense of community ownership and pride | 11 | 5.3 |
| Provide increased services | 11 | 5.3 |
| Problems can be solved more easily | 7 | 3.4 |
| Increased community involvement & support | 7 | 3.4 |
| Improve communication networks | 5 | 2.4 |
| Increased usage for your venue and the club | 2 | 1.0 |

There were nine variables that had high levels (greater than ten percent) of respondents indicating they were not applicable. The impact of these nine variables

may be diminished because of the level of respondents who indicated they were not applicable in their relationship.

### *7.2.3 Further examination of the data*

The descriptive statistics provided useful insights to the data, but additional insights could be gained by the application of inferential statistical procedures. Prior to undertaking the inferential analysis it was necessary to explore the data to determine its suitability for the additional statistical procedures. This section provides the outcomes of the missing data analysis and the tests for normality. The data were also analysed to determine if non-response bias was likely and if the question order had any impact on the ratings of the relationship constructs and relationship outcome variables. The section concludes with a discussion regarding reasons for a low response rate to the questionnaire.

### *7.2.3.1 Missing data analysis*

The raw data set (n = 215) obtained through the questionnaire was examined for patterns of missing data. As stated previously, nine cases were eliminated from the total sample as a result of this process.

The Missing Values Analysis was conducted in SPSS to explore the cases with a high level of missing values. The initial analysis of the data included the responses rated as Not applicable to be classified as missing data so these scores would not be included in any subsequent calculations. The inspection for missing data needed to take some of the relatively high levels of not applicable responses into account. Within SPSS output, the missing patterns table identified the nine cases that had very high levels of missing data. Consequently, these nine cases were eliminated from all analysis leaving a final sample of 206 respondents. Tables 7.4, 7.5 and 7.6 indicated that there were some missing values for most variables but inspection of the responses indicated that these were random and there were no remaining patterns for the missing data.

The method for managing the missing data responses through SPSS usually adopts three different approaches depending on the nature of the statistical procedure and the suitability of the data. Pallant (2005) indicated that missing data could be managed by excluding cases listwise, where a case will be eliminated from all analysis if it is missing even one piece of information; excluding cases pairwise, where a case will only be eliminated for the specific analysis when the information is

not available but is included for all analyses where the data are available; or missing data can be replaced with a mean score when this option is available, for example multiple regression. Pallant (2005) recommended the use of excluding cases pairwise in order to maintain as large a sample for each analysis as possible.

The total sample number of 206 respondents was suitable for most of the analyses, but it was deemed important to maintain as many respondents as possible for the various types of analyses. Consequently, cases were excluded pairwise for the further analysis. It should also be noted, as previously stated, that the 'not applicable' responses were treated as missing data for the analysis so only those cases that had relevant ratings and rankings for the different variables were included in the analysis. However, in some instances such as the principal components analysis, the pairwise, listwise and mean replacement options were considered to explore the various options to generate the most suitable components. These details are provided, where relevant in Section 7.4.

### 7.2.3.2 Test for normality

Inspection of the skewness and kurtosis measures in the data in Tables 7.4, 7.5 and 7.8 indicated levels of skewness and kurtosis that may impact on the normality of the sample. The skewness and kurtosis figures for a normal distribution would be close to zero. The negative skewness measures in Tables 7.4, 7.5 and 7.8 indicated a clustering of the scores at the high end of the scale. The skewness was particularly noteworthy for the rating of the importance constructs in Table 7.4. Inspection of the histograms showed an observable normal curve for the variables but positioned in the higher end of the scale. The kurtosis measures for most of the variables were positive which indicated the data were peaked and a few variables had negative kurtosis scores that indicated that the distribution was flat. It should be noted that the negative kurtosis scores were quite small and of little consequence.

Pallant (2005) suggested the use of the Kolomgorov-Smirnov test of normality in SPSS. This test assessed the normality of the distribution of the scores. A non-significant result (Sig. Value > .05) indicated normality. All of the variables were explored using this test and had significant results that indicated they violated the assumption of normality. However, Pallant (2005) also indicated that violation of this test of normality was quite common in larger samples.

A normally distributed sample was necessary for the statistical procedures designed to test some of the hypotheses, especially the relationship between the

variables and the differences between groups analyses. Pallant (2005) indicated that an option for the analysis of the data could include non-parametric tests such as Spearman's rho or Kruskal-Wallis but the non-parametric techniques tended to be less powerful. The other alternative was to transform the variables to modify the scores to generate a more normal distribution. Transformation options were explored and the new variables created from the transformations were used to compare the results with the raw scores.

The variables with the most extreme levels of skew were transformed using x cubed and i/reflected(x) which resulted in distributions with a more symmetrical shape. Comparative ANOVA tests were conducted to identify whether the skewness appeared to be affecting the outcome of the hypothesis tests. In all cases the same results were obtained regardless of the dependent variable and therefore the raw (untransformed) scores have been used in subsequent analysis as these retain the original scale and the results are more easily interpreted.

*7.2.3.3 Non-response bias*

The return rate for the questionnaire was lower than expected and issues regarding non-response bias needed to be explored. An assessment of the data was undertaken to determine if non-response bias was a consideration in the analysis of the data.

A range of steps was taken to encourage as many responses to the questionnaire as possible. Non-respondents were not contacted to explore non-response bias because further contact after the numerous follow-up contacts for questionnaire completion would have generated ill-feelings regarding the research (some reasons for the low response rate are discussed below). Gratton and Jones (2004) indicated that a comparison of the initial respondents with those who respond after the reminder notice is a viable means to address the issue of non-response. If there was non-response bias, then there may be differences in the way the initial respondents rated items when compared to those who responded after the reminders and follow-up contact. This type of analysis was deemed to be a satisfactory approach to explore the potential for non-response bias.

The questionnaires were received over a six-week period so it was decided to explore whether there were any differences in the ratings of the importance constructs over the six weeks the questionnaires were received. The focus on the importance

constructs for this and the question-order analysis was deemed to be most appropriate because the importance constructs were such a key focus for the study.

Table 7.11 provides a summary of the responses over the 6 weeks. There was a high level of returns in weeks 1 and 2 (50.5%) and the balance was spread over weeks 3 to 6 with just 6 responses after week 6.

A one-way between-groups analysis of variance was conducted to explore the impact of week of response on the rating of the importance constructs. In order to conduct a more meaningful ANOVA, week 6 and after week 6 responses were combined to become a new level of response.

Table 7.11 Response week

|  | Frequency | Percent |
|---|---|---|
| Week 1 | 42 | 20.4 |
| Week 2 | 62 | 30.1 |
| Week 3 | 25 | 12.1 |
| Week 4 | 23 | 11.2 |
| Week 5 | 28 | 13.6 |
| Week 6 | 20 | 9.7 |
| After week 6 | 6 | 2.9 |
| Total | 206 | 100.0 |

There were no significant differences among the response weeks and the rating of the importance constructs. The later respondents did not rate the importance constructs differently than the early respondents. The analysis of the week of response did not demonstrate any significant differences in the rating of the importance constructs so it was considered sufficient to determine that non-response bias was not an issue for this study.

Reasons for not responding

During the process of seeking additional responses a number of reasons were presented for not completing the questionnaire. Some respondents indicated they found the questionnaire very difficult to complete and this may have led to some non-responses. Some of the venues indicated that they did not have any clubs or associations that used their centre so they found the questionnaire irrelevant. One centre manager indicated that he was responsible for eight other venues and some of these venues would expect him to respond on their behalf. Telephone discussions also indicated that in some instances the questionnaires never got to the venues because they were not forwarded to the venue managers from a local council office. Finally, some basketball associations manage the stadium so they were both the venue

manager and association manager and they deemed that the questionnaire was not relevant.

More thorough screening of the database developed for the questionnaire distribution and better liaison with the state sport associations that distributed the questionnaire would likely have assisted in better targeting the distribution of the questionnaire. Nonetheless, the total of 206 responses was deemed to be a suitable number of responses for the range of statistical procedures to be undertaken, provided the limited sample size was recognised in the discussion of the data analysis.

*7.2.3.4 Question order analysis*

The questionnaire had a list of 24 relationship constructs and 22 relationship outcomes that respondents had to rate using a Likert scale. The issue regarding sequence bias (Gardner, 1976) for the range of questions was considered as a potential problem, so the page order of the constructs and the relationship outcome variables were reversed on half the questionnaires. Table 7.12 provides a summary of the question order responses. An independent sample t-test was conducted to explore if there were significant differences between the Standard order and Reverse order questionnaires for the Importance constructs.

Table 7.12 Question order responses

| Question Order | | Frequency | Percent |
|---|---|---|---|
| | Standard order | 114 | 55.3 |
| | Reverse order | 92 | 44.7 |
| | Total | 206 | 100.0 |

There were no significant differences in the rating of the importance constructs for the standard and reverse order questionnaires. The question order was not an issue for subsequent data analysis.

*7.2.4 Summary of the key descriptive data*

The descriptive statistics provided an overview of the data regarding all the variables in the questionnaire. This section summarises the main points identified in the descriptive analysis and provides some further discussion of the data. The main discussion of the quantitative data is in section 7.5.

*7.2.4.1 Sample*

A total of 206 responses was deemed to be suitable for analysis. This provided a response rate of 13.2% of the population (calculated on the maximum distribution). The sample of 206 was deemed to be satisfactory for all the subsequent data analysis provided that the limitations of a smaller sample size was recognised in the final interpretations.

The key categorical variables of Respondent type (Table 7.1), Location of respondents (Table 7.2) and Relationship level (Table 7.3) provided useful data that were used to differentiate respondents in the analysis undertaken to explore differences among respondents. The majority of the respondents were from sport associations (63.6%) with 36.4% of the respondents from sport venues.

The sample had most respondents from metropolitan Melbourne (45.6%), followed by 39.8% of respondents from country towns and 11.2% from provincial towns. The split of metropolitan respondents (46.5%) and non-metropolitan respondents (53.5%) also provided some capacity to identify differences between respondents.

There were three relationship levels among the respondents with the majority of respondents involved in a tenant / landlord relationship (57.9%) followed by strategic alliance relationships (30.2%) and only a small percentage of respondents involved in an integrated collaboration (11.7%). The combination of strategic alliance and integrated collaboration relationships also provided a useful grouping to understand the differences between relationships based on simple exchange and contract requirements and those relationships where the sport association and sport venues had a relationship based on elements of collaboration.

*7.2.4.2 Construct and relationship outcome results*

The importance of the constructs was rated quite highly with mean scores based on a seven point scale ranging from 4.77 for Shared technology to 6.22 for Communication. The highest ratings for the importance of the constructs were for Communication, Quality, Facility, Trust and Commitment. The relationship constructs were also ranked for their relative importance and these five constructs were all ranked in the top six of the construct ranking data (Table 7.7).

Among the five highly rated importance constructs, only Communication had a performance rating at a high level. The other highly rated performance constructs were Proximity, Facility and Appropriate partners. All the performance ratings of the

constructs were lower than the importance ratings. The further exploration among the relationship constructs is presented in Section 7.4.

The data indicated that the relationships between sport venues and sport associations were generating positive relationship outcomes. All the mean scores were greater than four on a seven-point scale, demonstrating a positive impact. The relationships were having a positive impact on both the operational and community levels.

Both the relationship constructs and relationship outcome variables had some items that were rated as being not applicable by a notable number of respondents. Leadership was identified as not applicable by 5.3% of respondents but it was ranked as the 8th most important construct in Table 7.7. The overall analysis of the Leadership construct warranted careful consideration in the further analysis.

Over ten percent of the respondents identified nine relationship outcome variables as being not applicable. Although the overall rating for the relationship outcome variables was positive, the impact of the nine relationship outcome variables that were deemed to be not applicable warranted attention in the final analyses.

*7.2.4.3 Suitability of data for further analysis*

The key consideration in the examination of the data was the determination of the normality because the ratings for the importance and performance constructs, and the relationship outcome variables had levels of skewness and kurtosis that warranted further attention. Examination of the data and comparative ANOVA tests indicated that the original scores and scales could be used for further analysis. Other analyses indicated that non-response bias and question-order differences were not factors for consideration in the analysis of the questionnaire results.

Overall, the exploration of the descriptive statistics provided some useful insights to the data that assisted in the understanding of the constructs that impacted on the relationships between sport venues and sport associations and the outcomes these relationships created. However, it was the further exploration of the data based on the importance-performance analysis and the inferential statistics that provided more meaningful insights to the relationships.

7.3 Importance-performance analysis results

A key focus for the design of the questionnaire was to apply the principles of importance-performance analysis (IPA) to guide the analysis of the data. Chapter 5

provided an explanation of the techniques that were used to apply IPA. This section will cover the key findings of these data based on a quadrant, diagonal and priority ranking analysis.

### 7.3.1 Importance-performance scores

Oh (2001) indicated that IPA was an accepted technique in many different fields such as tourism, service quality, leisure and recreation and healthcare marketing because of the ease of application and its capacity to present data and strategic directions simultaneously. Hollenhorst, et al. (1992), Levenburg and Magal (2005), and Skok, et al. (2001) presented the mean values for the items to provide a better understanding of the data analysis. Table 7.13 provides an alphabetical list of the importance and performance of each relationship construct and the overall ratings. The data include the mean scores for each variable, the rank of each construct's importance and performance rating and the difference (gap) between importance and performance mean scores.

### 7.3.1.1. Importance and performance ratings

Eleven items had a mean importance score above the average mean score for all the importance construct ratings. Thirteen items had a mean performance score above the average mean score for all the performance construct ratings. There were 16 variables that had gap scores greater than the average mean score for the gap. Each of the items marked with an asterisk in Table 7.13 have mean scores greater than the overall mean score.

The comparison of the importance and performance rating identified that most of the highly rated importance constructs were also rated highly for performance. The eight items of Communication, Quality, Trust, Facility, Commitment, Interdependence / dependence, Appropriate partners, and Satisfaction were rated higher than the average mean score for both importance and performance.

It is also worth noting that all the performance scores were significantly lower than the importance scores. None of the constructs was performing at a level that matched its importance rating. This issue is discussed further in Section 7.4 where paired sample t-tests are used to analyse these differences.

Table 7.13 Importance-performance mean scores and relative rank

| Constructs | IP mean scores & ranks | | | | Gap between importance & performance |
|---|---|---|---|---|---|
| | Importance | Impor rank | Performance | Perf. rank | |
| Adaptation | 5.39 | 19 | 4.37 | 19 | 1.02* |
| Appopriate partners | 5.88* | 8 | 5.02* | 4 | 0.86 |
| Benefits / outcomes | 5.56 | 16 | 4.48 | 18 | 1.08* |
| Clear plan & evaluation | 5.40 | 18 | 4.30 | 22 | 1.10* |
| Commitment | 6.01* | 5 | 4.89* | 5 | 1.12* |
| Communication | 6.22* | 1 | 5.07* | 3 | 1.15* |
| Cooperation | 5.93* | 6 | 4.68* | 13 | 1.25* |
| Facility | 6.09* | 3 | 5.11* | 2 | 0.98* |
| Funding & resource allocation | 5.12 | 23 | 4.35 | 21 | 0.77 |
| Interdependence / dependence | 5.91* | 7 | 4.76* | 9 | 1.15* |
| Leadership | 5.81* | 10 | 4.60 | 15 | 1.21* |
| Longevity | 5.21 | 21 | 4.75* | 10 | 0.46 |
| Management styles | 5.62 | 13 | 4.52 | 17 | 1.10* |
| Power / control | 5.58 | 15 | 4.37 | 19 | 1.21* |
| Proximity | 5.32 | 20 | 5.16* | 1 | 0.16 |
| Quality | 6.10* | 2 | 4.89* | 5 | 1.21* |
| Relevant issue | 5.59 | 14 | 4.70* | 12 | 0.89 |
| Satisfaction | 5.88* | 8 | 4.74* | 11 | 1.14* |
| Shared goals / values | 5.69* | 11 | 4.56 | 16 | 1.13* |
| Shared technology | 4.77 | 24 | 4.24 | 23 | 0.53 |
| Social bonds | 5.41 | 17 | 4.77* | 8 | 0.64 |
| Staff roles & responsibilities | 5.63 | 12 | 4.68* | 13 | 0.95 |
| Trust | 6.07* | 4 | 4.86* | 7 | 1.21* |
| Willingness to be flexible | 5.18 | 22 | 4.19 | 24 | 0.99* |
| Average Mean Score | 5.64 | | 4.67 | | 0.97 |
| Overall | 6.00 | | 5.19 | | |

* Item rated above overall mean score

### 7.3.2 Importance-performance grid

The importance-performance grid illustrates the mean scores for the importance and performance construct ratings. The grid provides the capacity to observe the importance and performance ratings simultaneously. The use of the quadrant and the diagonal models acts as a guide to identify the constructs that warrant the most attention for further development. Figure 7.2 provides the data for all the constructs on the IPA grid. The grid has used data-centred quadrants where the average mean score for both importance and performance was used for the midpoint. The iso-rating line was plotted along the points where the importance scores were equal to the performance scores. The iso-rating line is not on a 45-degree angle because of the scales that were used for the importance and performance ratings (it would be a 45-degree line if the scales in the figure were presented from 1 to 7 rather than the reduced scale to make presentation clearer).

Figure 7.2 IPA grid for the total sample
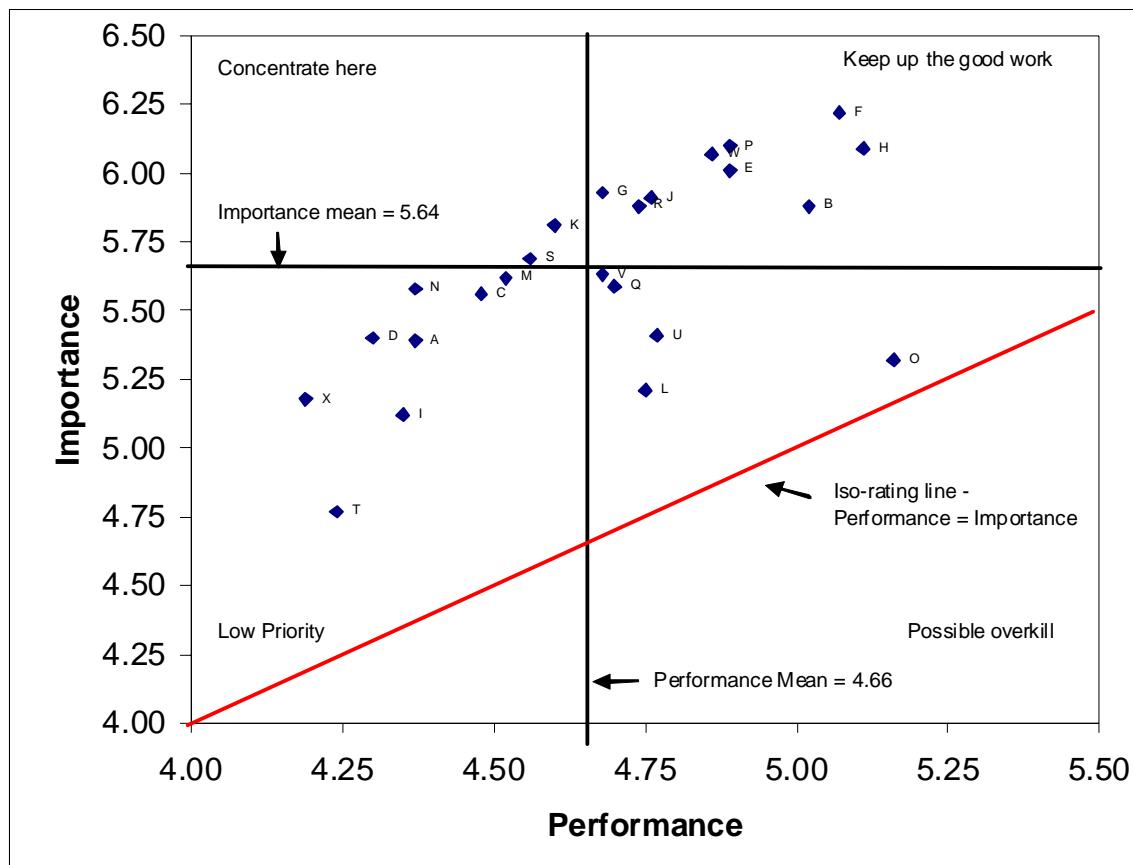


Legend

| | | | |
|---|---|---|---|
| A | Adaptation | M | Management styles |
| B | Appropriate partners | N | Power / control |
| C | Benefits / outcomes | O | Proximity |
| D | Clear plan & evaluation | P | Quality |
| E | Commitment | Q | Relevant issue |
| F | Communication | R | Satisfaction |
| G | Cooperation | S | Shared goals / values |
| H | Facility | T | Shared technology |
| I | Funding & resource allocation | U | Social bonds |
| J | Interdependence / dependence | V | Staff roles & responsibilities |
| K | Leadership | W | Trust |
| L | Longevity | X | Willingness to be flexible |

*7.3.2.1 Quadrant analysis*

The two relationship constructs positioned in the Concentrate here quadrant were Leadership and Shared goals / values. Both of these items were rated as high importance and low in performance. Based on the quadrant analysis, these two constructs would be the highest priority for improved relationships between sport associations and sport venues.

There were nine constructs that were positioned in the Keep up the good work quadrant. These constructs could also be high priority for developing and maintaining good relationships between sport associations and venues.

The eight items that were positioned in the Low priority quadrant were the constructs that were rated as both low importance and performance. Since these constructs are a low priority, less attention needs to be given to them to develop relationships. Four of these low priority constructs were also identified as being not applicable by more than five percent of the respondents (refer to Table 7.9). These results reinforce the low priority for these four constructs.

The five constructs that were in the Possible overkill quadrant need little attention for the development of relationships because they were performing well and were of low importance. In fact, management efforts allocated to these constructs may be shifted to other constructs that were more important.

*7.3.2.2 Diagonal model*

The diagonal model indicated that all the constructs were important and needed further attention because they were all positioned above the iso-rating line. The constructs that were furthest from the iso-rating line were those that had the largest gap between importance and performance. It was decided to include all the constructs that had a gap (the difference between the importance and performance scores) that were greater than the average mean score for the gap (refer to Table 7.13). There were 16 relationship constructs that had gap scores greater than the average mean score for the gap. According to the Diagonal model analysis these 16 constructs were the ones that should be given the most focus for improvement of relationships.

*7.3.3 Importance ranking*

As mentioned in Chapter 5, Bacon (2003) recommended that IPA data should be validated using direct measures of priorities. In order to address this element the questionnaire asked the respondents to identify the first, second and third most important constructs. The results from this analysis were provided in Table 7.7. The six constructs identified as most important in Section 7.2.2.4 were Communication, Commitment, Cooperation, Trust, Quality, and Facility. In order to gain a broader perspective beyond these six items it was decided to include the ten constructs that were ranked the highest to apply Bacon's principle of validating IPA data with direct

measures of the priority ranking. The use of the top ten ranked items provided a more inclusive application of the ranked items.

*7.3.3.1 Comparison of importance ranking with rating data*

Figure 7.3 incorporates the importance ranking figures on the IP grid. The highest ten ranked constructs have the importance rank provided near the attribute on the grid and on the legend. This analysis reinforced that those constructs that were rated highly in the importance performance analysis were also ranked highly in the overall ranking. There was a consistency in the rating and ranking of the relationship constructs.

Figure 7.3 illustrates that nine of the constructs that were ranked highly were also rated highly for importance. Communication, Commitment, Cooperation, Trust, Facility, Quality, Shared goals / values, Leadership and Appropriate partners were ranked highly and rated in the top sections of the quadrant. These constructs were also a reasonable distance from the iso-rating line so they warranted attention on that basis as well. Adaptation was ranked ninth but was not rated highly so its inclusion in the final listing is uncertain.

Figure 7.3 IPA grid for total sample with importance ranking responses.
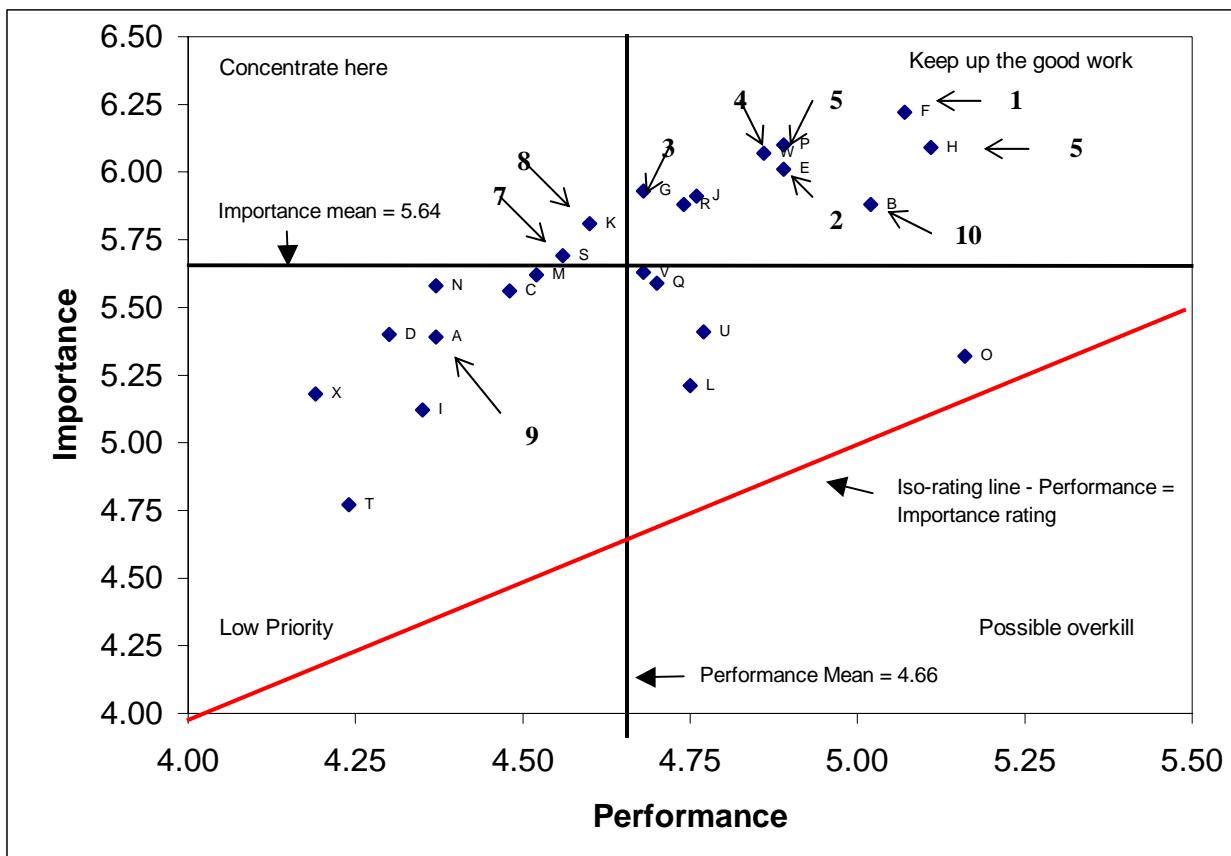


Legend

| | | | |
|---|---|---|---|
| A | Adaptation 9* | M | Management styles |
| B | Appopriate partners 10* | N | Power / control |
| C | Benefits / outcomes | O | Proximity |
| D | Clear plan & evaluation | P | Quality 5* |
| E | Commitment 2* | Q | Relevant issue |
| F | Communication 1* | R | Satisfaction |
| G | Cooperation 3* | S | Shared goals / values 7* |
| H | Facility 5* | T | Shared technology |
| I | Funding & resource allocation | U | Social bonds |
| J | Interdependence / dependence | V | Staff roles & responsibilities |
| K | Leadership 8* | W | Trust 4* |
| L | Longevity | X | Willingness to be flexible |

* Rank from Table 7.7

## 7.3.4 Triangulated IP analysis

One of the key objectives of the research was to identify the range of constructs that were important in operation of the relationships between sport venues and sport associations. Throughout the research a triangulated approach has been applied whenever possible to understand the issue from three perspectives. In this instance the relationship construct responses have been analysed using the IPA quadrant model, the IPA diagonal model and specific ranks of importance. Table 7.14 provides a summary of the constructs that have been identified as being important

from each of these analyses. A total of 17 constructs has been identified as warranting attention based on at least one of these analyses.

Table 7.14 Constructs identified as being important in the IPA analyses

| Construct | Quadrant model analysis | Diagonal model analysis | Importance ranking analysis |
|---|---|---|---|
| Adaptation | | ✓ | ✓ |
| Appropriate partners | ✓ | | ✓ |
| Benefits / outcomes | | ✓ | |
| Clear plan and evaluation | | ✓ | |
| Commitment | ✓ | ✓ | ✓ |
| Communication | ✓ | ✓ | ✓ |
| Cooperation | ✓ | ✓ | ✓ |
| Facility | ✓ | ✓ | ✓ |
| Interdependence / dependence | ✓ | ✓ | |
| Leadership | ✓ | ✓ | ✓ |
| Management styles | | ✓ | |
| Power / control | | ✓ | |
| Quality | ✓ | ✓ | ✓ |
| Satisfaction | ✓ | ✓ | |
| Shared goals / values | ✓ | ✓ | ✓ |
| Trust | ✓ | ✓ | ✓ |
| Willingness to be flexible | | ✓ | |

Table 7.14 identifies eight constructs that were mentioned as being important in all three analyses. These constructs are Commitment, Communication, Cooperation, Facility, Leadership, Quality, Shared goals / values, and Trust.

The data suggest that sport association and venues should focus on these eight constructs in order to more effectively manage their relationships. The combination of these eight constructs begins to provide a direction for what needs to be managed in the relationship between sport associations and venues. Further analysis in the next section applies a number of statistical procedures to gain additional insights to explain the relationship between sport associations and sport venues. These eight constructs, referred to as the IPA 8, were used as a key focus for some of the analysis.

## 7.4 Inferential statistical analysis

A key focus for the quantitative study was to undertake a range of statistical analyses that would lead to a better understanding of the relationships between sport venues and sport associations. Gratton and Jones (2004) indicated that inferential statistics allow the relationships between dependent and independent variables to be explored by testing a null hypothesis. The statistical tests determine whether the relationships between variables were a function of chance or are likely attributable to the variables covered. Most of the results provided up to this point have relied on

descriptive statistics, but the results in this section rely on statistical techniques to determine whether there are statistically significant relationships between variables.

The analysis presented in this section will focus on the 15 null hypotheses (discussed in Chapter Four and listed in Figure 7.4) as they related to the seven research objectives (discussed in Chapter 4 and listed in Figure 8.1). Figure 7.4 illustrates the structure of the discussion of the statistical analyses. The order of the discussion of the hypotheses is different to their original discussion in Chapter 4 to minimise overlap and to present them in an order that allows the principal component analysis outcomes to be considered in the other statistical tests.

Initially, there is an exploration of the relationship importance and performance constructs, and relationship outcome variables to identify a more parsimonious list of variables. The outcomes of this analysis are included in the subsequent analyses. The next analysis explores the relationship between variables through correlation analysis. This is followed by an analysis of differences within the respondent group to determine if the importance and performance constructs ratings were different. The final statistical analysis explores a range of differences of responses between different groups of respondents. Each of these statistical procedures is explained in more detail in each section.

### 7.4.1 Determination of a parsimonious list of relationship constructs and outcomes

One of the key aims of the study has been to identify the most important constructs that influence the relationship and to reduce the number of constructs that warrant attention for relationship development. A focus on 24 constructs was deemed to be too complicated for managers to manipulate and manage effectively. Principal components analysis (PCA) was used to explore the potential to reduce the number of variables to a smaller set of underlying components that summarised the information contained in the variables (Coakes, 2005; Pallant, 2005; Tabachnik and Fiddell, 2001). Similarly, the 22 relationship outcome variables had the potential to be reduced to a more parsimonious list via PCA.

This section provides the results of the PCA for the analysis of the importance construct ratings, the performance construct ratings and the ratings of the relationship outcome variables. The outcomes of this analysis, e.g., components created from PCA, were subsequently used in the analysis of relationships between variables and differences between groups to further understand the relationships between sport venues and sport associations.

Figure 7.4 Inferential statistical analyses



```
                        ┌─────────────────────────┐
                        │  Inferential statistics │
                        └─────────────────────────┘
```

|  | Parsimonious list of importance and performance constructs, and relationship outcome variables | Relationship between variables | Differences within the respondent group | Differences between groups |
|---|---|---|---|---|
| Nature of analysis | | | | |
| Hypotheses | H1c, H2a and H6b | H1b and H6a | H1a | H3a, H3b, H4a, H4b, H5a, H5b, H7a, H8a, H9a |
| Statistical tests | Principal component analysis and multiple regression | Spearman's rho correlation and Pearson correlation | Paired sample T-test | Independent sample T-test and ANOVA |

List of hypotheses:
H1a – There is no difference in the importance and performance rating of the relationship constructs.
H1b – There is no relationship between the rating and ranking of the importance constructs.
H1c – The importance constructs cannot be reduced to a more parsimonious list of importance factors.
H2a – The performance constructs cannot be reduced to a more parsimonious list of performance factors.
H3a – There are no differences in the rating of the importance constructs between sport venues and sport associations.
H3b – There are no differences in the rating of the performance constructs between sport venues and sport associations.
H4a – There are no differences in the rating of the importance constructs among the metropolitan, provincial and country town settings.
H4b – There are no differences in the rating of the performance constructs among the metropolitan, provincial and country town settings.
H5a – There are no differences in the rating of the importance constructs among the tenant / landlord, strategic alliance and integrated collaboration relationship types.
H5b – There are no differences in the rating of the performance constructs among the tenant / landlord, strategic alliance and integrated collaboration relationship types.
H6a – There is no relationship between the rating of the relationship constructs and the relationship outcomes.
H6b – The relationship outcome variables cannot be reduced to a more parsimonious list of relationship outcomes.
H7a – There are no differences in the rating of the relationship outcomes between sport venues and sport associations.
H8a – There are no differences in the rating of the relationship outcomes among metropolitan, provincial and country town location of respondents.
H9a – There are no differences in the rating of the relationship outcomes among tenant / landlord, strategic alliance and integrated collaboration relationship types of respondents.

Each PCA analysis proceeded through the three steps of assessing the suitability of the data, determining the number of factors to extract, and finishing with factor rotation and interpretation (Pallant 2005) (Section 5.4.6.1 discusses the method used for the statistical analysis). PCA is an exploratory process that does not necessarily generate definitive results. A number of iterations was undertaken in each PCA to identify the best approach for reducing the three data sets to the parsimonious

lists. Each of the subsequent sections discusses the outcomes of the PCA and identifies the best fit for the generation of these factors.

Multiple regression analysis was conducted to explore the relationships between the dependent variables of overall relationship importance and overall relationship performance, and the components generated from the PCA of importance constructs, performance constructs, and relationship outcomes. This did not fully utilise the capacity of multiple regression to predict a set of variables for a particular outcome (Pallant, 2005), but it did act as an additional level of confirmation of the PCA.

### 7.4.1.1 Importance constructs

Principal component analysis was conducted with the importance constructs in order to ascertain if a more parsimonious listing of constructs could be determined. The null hypothesis for this analysis was:

H1c – The 24 importance constructs cannot be reduced to create a more parsimonious list of importance components.

<u>Suitability of data</u>

Initially, the 24 importance constructs were subjected to PCA using SPSS Version 12. After preliminary analysis four variables were eliminated. Proximity was excluded due to low anti-image correlation. Proximity had a sampling adequacy less than 0.5 so it was eliminated from the analysis (Coates, 2005). Trust, Communication and Satisfaction were excluded because they had communality ratings less than 0.5.

The solution of the PCA used 20 variables with a sample of 168 cases so the benchmark of 150 cases was exceeded and there were more than five cases per variable. The suitability of the data for PCA was confirmed by 1) the correlation matrix that revealed many coefficients of 0.3 and above, 2) the Kaiser-Meyer-Olkin matrix value of 0.831 exceeding the recommended value of 0.6, and 3) the Bartlett's Test of Sphericity reached statistical significance (Coakes, 2005; Pallant, 2005; Tabachnik &Fiddell, 2001).

<u>Factor extraction outcomes</u>

Principal components analysis of the ratings of 20 importance constructs revealed the presence of six components with eigenvalues exceeding one. These components explained a total of 63.2% of the variance. The inspection of the scree plot revealed a clear break after the first component (refer to Figure 7.5). All six components were explored further by checking the criterion generated from parallel

analysis. The parallel analysis was based on 20 variables, 168 cases, and 100 iterations to generate the random eigenvalues. Table 7.15 provides the outcomes of this analysis.

Figure 7.5 Importance constructs scree plot
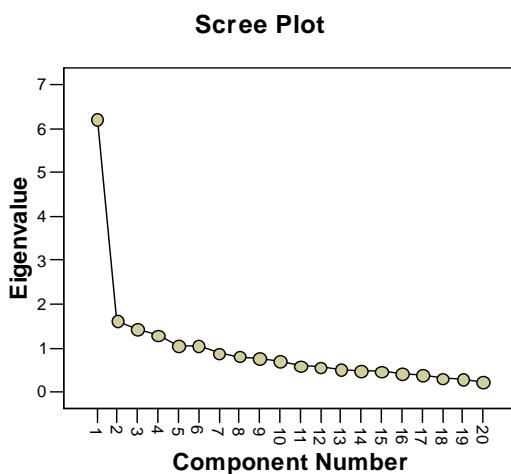


Table 7.15 Importance construct component analysis

| Component number | Eigenvalue from PCA | Screeplot position | Criterion value from parallel analysis | Decision |
|---|---|---|---|---|
| 1 | 6.199 | Above curve change | 1.6665 | Accept |
| 2 | 1.622 | Point of curve change | 1.5406 | Accept |
| 3 | 1.429 | Below curve change | 1.4493 | Reject |
| 4 | 1.287 | Below curve change | 1.3689 | Reject |
| 5 | 1.050 | Below curve change | 1.2922 | Reject |
| 6 | 1.045 | Below curve change | 1.2273 | Reject |

Based on the eigenvalue, inspection of the screeplot and parallel analysis scores only two components were accepted. Although the second component was at the point of the curve change, it was decided to keep this component because it did meet the criteria from Kaiser's eigenvalue and the parallel analysis.

Factor rotation

Two factors were extracted with varimax rotation to aid in the interpretation of these two components. Other rotation options were explored but the varimax rotation generated the most easily interpreted results. The rotated solution revealed the presence of a reasonable structure with both components showing a number of strong loadings and the variables loading substantially on only one component. Table 7.16 provides the coefficient structure for these two components.

Table 7.16 Structure for coefficients - Varimax rotation of two factor solution for importance constructs

| Importance constructs | Component 1 | Component 2 |
|---|---|---|
| Benefits / outcomes | .746 | .202 |
| Shared goals / values | .702 | .248 |
| Commitment | .701 | .052 |
| Interdependence / dependence | .652 | .019 |
| Cooperation | .565 | .252 |
|  |  |  |
| Willingness to be flexible | .067 | .821 |
| Shared technology | .162 | .637 |
| Adaptation | .228 | .580 |
| Power / control | .362 | .573 |
| % of variance explained | 30.9% | 8.1% |

These two components account for 39% of the variance with component 1 accounting for 30.9% of the variance and component 2 accounting for 8.1% of the variance. A reliability test for these two components produced Cronbach alpha scores of 0.787 for component 1, and 0.732 for component 2.

Factor interpretation

Component one incorporated five variables that related to key values that underpinned the relationship. Consequently, component 1 was called Values to reflect the idea that there were some key matters that were incorporated in the relationship. In particular, the constructs of Benefits / outcomes, Shared goals / values, Commitment, and Interdependence / dependence were rated as either very good (loading greater than 0.63) or excellent (loading greater than 0.71). All five constructs have low loading on component 2. The application of this component as part of the key values that underpin the relationships was used in subsequent analysis to better understand the nature of the relationship.

Component two incorporated four variables that were generally related around a theme of flexibility. Willingness to be flexible had a rotated coefficient of 0.821 that demonstrated the strength of the connection to this component. Shared technology was associated with Willingness to be flexible in all the iterations of the factor analysis. The connection between Shared technology and Willingness to be flexible was not clear but the Cronbach alpha score of 0.732 was diminished if any of the items were deleted. The impact of Shared technology should be regarded with some concern because it was the construct that was rated as not applicable by the highest proportion of respondents. The definitions regarding Adaptation and Power / control have a logical connection to the idea of flexibility because they both relate to how relationship partners manage aspects of their interactions, i.e., their willingness to adapt and change and how they use their power in relationship development.

Component 2 was called Flexibility and was used for subsequent analysis to better understand the nature of the relationship.

The two components of Values and Flexibility captured two key ideas from the PCA. These two components accounted for 39% of the variance in the importance factors. Further analysis of the data utilising these two factors provided additional insights to the nature of the relationships and what was important in the management of the relationship.

Multiple regression

The multiple regression results based on the constructs contained in component one - values, and component two - flexibility did not provide collaborating results. The R square figures were 0.107 for Values and 0.106 for Flexiblity and the Adjusted R square levels of significance were just over 0.08 for each analysis. Other options were explored in the multiple regression analysis of the importance constructs but they did not produce any outcomes that contributed any clarity to the overall results.

Hypothesis outcome (H1c)

The null hypothesis for this analysis was that the 24 importance constructs could not be reduced to a more parsimonious list of importance components. The null hypothesis was rejected because the PCA identified 2 components called Values and Flexibility. The Values component was based on five variables and the Flexibility component was based on four variables. These two components explained over 39% of the variance for the importance constructs.  Although the null hypothesis was rejected, the multiple regression analysis did not confirm that either of the components could predict the overall importance of the relationship.

*7.4.1.2 Performance construct analysis*

Similar to the previous section, the PCA of the performance constructs was based on the analysis of the 24 construct ratings of their performance in the relationships between sport venues and sport associations. The rating of the performance of the constructs was lower than the importance rating for each construct.

Principal component analysis was conducted for the 24 performance constructs to determine if a more parsimonious list of factors could be identified. The null hypothesis for this analysis was:

248

H2a – The 24 performance constructs cannot be reduced to create a more parsimonious list of performance components.

Suitability of data

Initially all 24 performance constructs were subjected to PCA using SPSS Version 12. After preliminary analysis Shared technology, Clear plan & evaluation, and Facility were eliminated because they had communality ratings less than 0.5. The final solution was based on a pairwise exclusion of missing data. This provided a minimum number of 142 cases for analysis which represented over six cases per item.

The correlation matrix revealed many coefficients of 0.3 and above. The Kaiser-Meyer-Olkin matrix value was 0.966 exceeding the recommended level of 0.6 and the Bartlett's Test of Sphericity reached statistical significance. These measures supported the capacity to conduct PCA with the data.

Factor extraction

PCA on the final 21 items revealed the presence of two components with eigenvalues exceeding one. These components explained a total of 65.2% of the variance. The inspection of the scree plot revealed a clear break after the first component (refer to Figure 7.6). Both components were further explored by checking the criterion generated through parallel analysis. The parallel analysis was based on 21 variables, 142 cases and 100 replications to generate the random eigenvalues. Table 7.17 provides the outcomes of the analysis.

Figure 7.6 Performance constructs scree plot
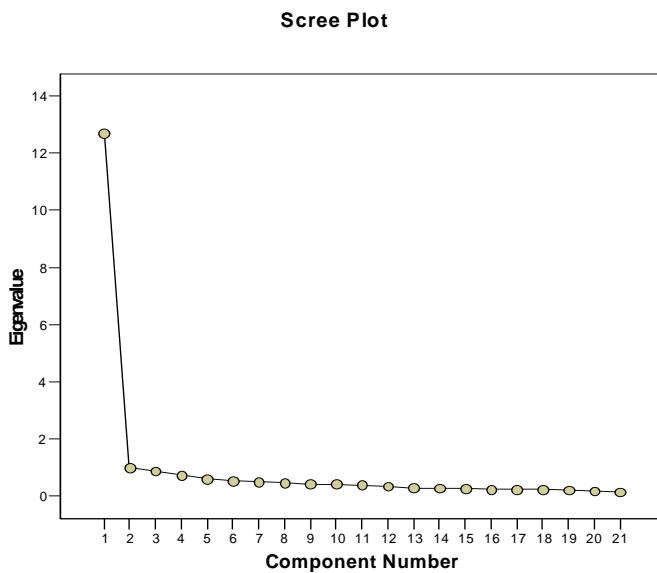


Table 7.17 Performance construct component analysis

| Component number | Eigenvalue from PCA | Screeplot position | Criterion value from parallel analysis | Decision |
|---|---|---|---|---|
| 1 | 12.686 | Above curve change | 1.7526 | Accept |
| 2 | 1.002 | Point of change | 1.6140 | Reject |

Based on the eigenvalue, inspection of the scree plot and parallel analysis scores only the first component was accepted. Component 2 was rejected because it was at the point of change in the Screeplot and the Criterion value from parallel analysis was greater than the eigenvalue from the PCA. Subsequent analysis used a two-component solution in order to get rotated score for the items in the components.

Factor rotation

The two factors were extracted with quartimax rotation to guide the interpretation of the one component. Other rotation options were explored but the quartimax rotation provided most easily interpreted results. The rotated solution provided the rather cumbersome structure of 20 constructs loading on the one component. Table 7.18 provides the coefficient structure for the components.

As can be seen by the data provided in Table 7.18, there were very high coefficients for the items associated with the component 1. Tabachnik and Fiddell (2001) indicated that variables with coefficients greater than 0.71 were considered excellent. All these 20 variables had ratings greater than 0.71. The second component

is only provided as an indicator of the strength of the items with the first component and to illustrate that only one item was related to the second component. A reliability test for component one produced a Cronbach alpha score of 0.969.

Factor interpretation

Twenty variables had a high loading on the one component. This component was labelled as MaxiPerf because it captured an excellent level of loading on the performance component. The concept of MaxiPerf illustrated the capacity for this one component to capture a wide range of performance constructs into one component rather than working with the 20 individual constructs. This component was used to further analyse relationships and their management.

Table 7.18 Structure for coefficients – Quartimax rotation of two factor solution for performance constructs

| Performance constructs | Component 1 | Component 2 |
|---|---|---|
| Benefits / Outcomes Performance | .846 | -.178 |
| Longevity Performance | .837 | -.078 |
| Satisfaction Performance | .832 | .017 |
| Shared Goals / Values Performance | .832 | -.164 |
| Communication Performance | .827 | -.018 |
| Interdependence / Dependence Performance | .825 | -.061 |
| Power / Control Performance | .817 | -.025 |
| Leadership Performance | .813 | .135 |
| Commitment Performance | .809 | -.017 |
| Staff Roles & Responsibilities Performance | .808 | .138 |
| Trust Performance | .803 | -.076 |
| Cooperation Performance | .801 | -.058 |
| Appropriate Partners Performance | .792 | .105 |
| Quality Performance | .776 | .063 |
| Management Style Performance | .765 | .161 |
| Social Bond Performance | .756 | -.008 |
| Funding & Resource Allocation Performance | .743 | .030 |
| Willingness to be flexible Performance | .729 | .006 |
| Relevant Issue Performance | .724 | -.163 |
| Adaptation Performance | .716 | -.144 |
| | | |
| Proximity Performance | .302 | .893 |

Extraction Method: Principal Component Analysis. Rotation Method: Quartimax

Multiple Regression

The strength of the MaxiPerf component was reinforced by the multiple regression analysis. The multiple regression analysis based on the dependent variable

of overall relationship performance and independent variables of the 20 constructs included in the MaxiPerf component generated R square and Adjusted R square measures of 0.721 and 0.684 respectively. This component reflected 68% (based on Adjusted R square measure) of the variance in the performance constructs as indicated by an F-value of 19.393 (sig. = .000).

---

Hypothesis outcome (H2a)

The null hypothesis for this analysis was that the 24 performance constructs could not be reduced to a more parsimonious list of performance components. The null hypothesis was rejected because the PCA identified 1 component called maxiperf. This component was based on 20 variables that explained over 60% of the variance for the performance constructs. The multiple regression analysis confirmed the predictability of these variables on the overall performance of the relationship.

---

The reduction of the 24 performance constructs to one component based on 20 of these constructs provided some good basis for further analysis. However, the focus on the 20 constructs that contributed to this component did not produce an easier guide for sports associations and sport venues in the management of their relationships because of the complexity of this component.

*7.4.1.3 Relationship outcome variable analysis*

The initial list of relationship outcome variables was drawn from a review of literature and further refined through the pilot test of the questionnaire. The 22 items reflected a range of outcomes or achievements that could be attributed to relationships between agencies. Their application to the relationships between sport venues and sport associations was further supported by the ratings of each variable. On a scale of 1, Not an achievement, to 7, Very strong achievement, all these variables had mean scores above 4 and the lowest mode was four.

Principal component analysis was conducted with the relationship outcome variables in order to ascertain if a more parsimonious listing of constructs could be determined. The null hypothesis for this analysis was:

H6b – The 22 relationship outcome variables cannot be reduced to create a more parsimonious list of relationship outcomes.

Suitability of data

Initially, all 22 relationship outcome / achievement variables were subjected to principal components analysis (PCA) using SPSS Version 12. After many rounds of analysis nine variables were eliminated. There were a number of variables that were consistently loading to a number of factors and there were no clear components evolving from the analysis. Eventually, only the variables that were loading at a level above 0.55 (good level according to Tabachnik & Fiddell, 2001) were included to generate a more useful solution.

Missing values were managed by excluding cases listwise. This generated 144 cases for this analysis that provided 11 cases for each variable.

The correlation matrix revealed many coefficients of 0.3 and above. The Kaiser-Meyer-Olkin matrix value was 0.897 exceeding the recommended value of 0.6 and the Bartlett's Test of Sphericity reached statistical significance, supporting the factorability of the correlation matrix. These tests indicated that the data could be effectively analysed using PCA.

Factor extraction

Principal components analysis of the remaining 13 variables revealed the presence of two components with eigenvalues exceeding one. These components explained a total of 61.5% of the variance. The inspection of the scree plot revealed a clear break after the first component (refer to Figure 7.7). Nonetheless, both components were explored further by checking the criterion generated from parallel analysis. The parallel analysis was based on 13 variables, 144 cases, and 100 repetitions to generate the random eigenvalues. Table 7.19 provides the outcomes of this analysis.

Figure 7.7 Relationship outcomes screeplot
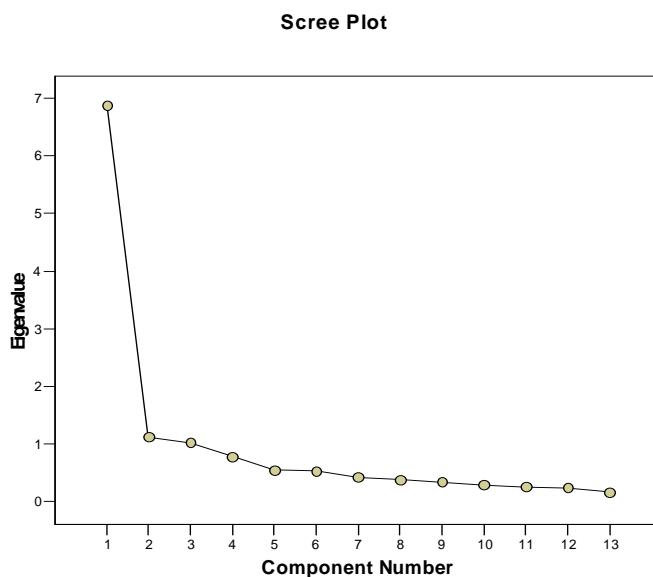


Table 7.19 Relationship outcome component analysis

| Component number | Eigenvalue from PCA | Screeplot position | Criterion value from parallel analysis | Decision |
|---|---|---|---|---|
| 1 | 6.879 | Above curve change | 1.5331 | Accept |
| 2 | 1.120 | Point of curve change | 1.3957 | Reject |

Based on the eigenvalue, inspection of the screeplot and parallel analysis scores only one component was accepted. The second component was at the point of the curve and it did not meet the criteria from the parallel analysis.

Factor rotation

Two factors were extracted and varimax rotation was applied to aid in the interpretation of the one component. Other rotation options were explored, but the varimax rotation generated the most easily interpreted results. The rotated solution revealed the presence of a reasonable structure with the one component showing a number of strong loadings and the variables loading substantially on only one component. Table 7.20 provides the coefficient structure for these two components.

The one component accounted for 35.8% of the variance. A reliability test for this component produced a Cronbach alpha score of 0.900.

Factor interpretation

Nine relationship outcome variables were associated with the single component. This component has been called Tangibles because these items tended to relate to tangible outcomes that were generated from the relationship. These items

related to items that increased or improved as a result of the relationship. The combination of increasing lobbying, services, community involvement, revenue, and improving communication with better use of resources were tangible outcomes from the relationships that provided a key focus for the relationship to produce.

Seven of the nine variables that contributed to the tangibles component were rated in the top half of the ranking of the mean scores from the descriptive statistical analysis. This supported the focus on this factor and its relative importance for further analysis.

Table 7.20 Structure for coefficients - Varimax rotation of two factor solution for relationship outcome / achievement variables

| Relationship outcomes | Component 1 | Component 2 (rejected) |
|---|---|---|
| Increase lobbying strength | .754 | .175 |
| Increased services | .743 | .234 |
| Improve communication networks | .724 | .303 |
| Increased community involvement & support | .723 | .389 |
| Increased revenue, funding & resources | .720 | .235 |
| Sense of community ownership & pride | .711 | .288 |
| Provide experience & knowledge | .660 | .303 |
| Better use of limited resources | .562 | .454 |
| Enhanced legitimacy or credibility | .518 | .513 |
| | | |
| Increased awareness to different comm. | .187 | .873 |
| Reach more diverse people & minorities | .219 | .834 |
| Assist make a bigger impact | .433 | .737 |
| Enhanced stability | .424 | .557 |
| % of variance explained | 35.8 | 25.7 |

Extraction Method: Principal Component Analysis.  Rotation Method: Varimax with Kaiser Normalization. Rotation converged in 3 iterations.

Multiple regression

The strength of the Tangibles component was reinforced by the multiple regression analysis. The multiple regression analysis based on the dependent variable of overall performance and independent variables of the nine relationship outcome variables included in the Tangibles component generated R square and Adjusted R square measures of 0.427 and 0.392 respectively. This component reflected 39%

(based on Adjusted R square measure) of the variance in the relationship outcome variables as indicated by an F-value of 12.336 (sig. = .000).

---

Hypothesis outcome (H6b)

The null hypothesis for this analysis was the relationship outcome variables could not be reduced to create a more parsimonious list of relationship outcomes. The null hypothesis was rejected because one component was identified that captured the tangible elements of the relationship outcomes. This component was based on nine variables that explained over 35% of the variance of the relationship outcome variables. The multiple regression analysis confirmed the predictability of these variables on the overall performance of the relationship.

---

*7.4.1.4 Summary of components*

The process of PCA identified four components that became more parsimonious lists of items for understanding the relationships between sport venues and sport associations. The multiple regression analysis confirmed two of the components as being able to explain a reasonable level of variance based on the items included in the components. The null hypotheses for the reduction of the importance constructs, performance constructs and relationship outcome variables were rejected because more parsimonious lists of components were identified in each set of data.

The PCA of the importance constructs identified two components. The Values component was based on five constructs that underpinned the relationship because of the key values that were important in the relationship. The Flexibility component was based on four constructs in which three of the constructs related to relationship partners' willingness to take risks, adapt to change and use their power in the relationship. The strength of these two components was not confirmed by the multiple regression analysis where both factors were only able to explain approximately ten percent of the variance. These components were called PCA1 – Values and PCA2 – Flexibility for subsequent analyses.

The PCA of the performance constructs identified one component called MaxiPerf. The component had twenty constructs that contributed to its structure. All of these twenty constructs had coefficients greater than 0.71, which was an excellent indicator of its contribution. The impact of the MaxiPerf component was reinforced by the multiple regression where 68% of the variance was explained by the 20

constructs that contributed to this component. This component was called PCA3 – MaxiPerf for subsequent analyses.

The final analysis using PCA of the relationship outcome variables also identified one component called Tangibles. The Tangibles component had nine variables contributing to its structure. The nine variables that contributed to the component related to tangible outcomes that were generated from the relationship. The impact of the Tangibles component was provided moderate support by the multiple regression analysis. The combination of the nine relationship outcome variables included in the tangibles component explained 39% of the variance for the relationship outcome variables. This component was call PCA4 – Tangibles for subsequent analyses.

The four components of Values, Flexibility, MaxiPerf and Tangibles were used in the further analysis of relationships between sports associations and sport venues. In particular, these components were included in the following analyses of correlations between relationship constructs and relationship outcome variables, and the differences between different groups of respondents.

### 7.4.2 Relationships between variables

As indicated in the previous section there were a number of correlations among the three data sets of importance constructs, performance constructs and relationship outcomes. A number of correlation coefficients greater than 0.3 was required for each data set in order to proceed with the PCA. Connections between different variables were also important to explain some of the issues regarding the relationships between sport venues and sport associations.

Two main relationships between variables were used for this analysis. Initially, the correlation between the importance construct rating and ranking was analysed to determine this connection. Secondly, a number of correlations between key variables were explored to determine the nature of the relationship between the relationship constructs and relationship outcomes.

### 7.4.2.1 Relationship between the importance construct rating and ranking

Jago (1997) indicated that there was some uncertainty regarding the relative accuracy of rating particular variables compared to ranking of the variables. There was the potential for ratings to suffer from end-piling which diminished the effectiveness of the scale. In some instances rankings also provided useful insights to

the relative importance of particular variables. Consequently, it was decided to compare the rating of the importance constructs with the importance ranking of the same constructs. The null hypothesis for this analysis was:

H1b – There is no relationship between the rating and ranking of the importance constructs.

The relationship construct importance rating data with the relative rank of each construct were provided in Table 7.13 and the ranking of the importance construct information was provided in Table 7.7. This information is synthesised into Table 7.21.

Table 7.21 Comparison of hierarchical positions of construct importance rating versus importance ranking (presented in alphabetical order)

| Constructs | Importance rank based on importance rating (Table 7.13) | Importance rank based on most, 2nd and 3rd most important construct (Table 7.7) |
|---|---|---|
| Adaptation | 19 | 9 |
| Appropriate partners | 8 | 10 |
| Benefits / outcomes | 16 | 19 |
| Clear plan & evaluation | 18 | 11 |
| Commitment | 5 | 2 |
| Communication | 1 | 1 |
| Cooperation | 6 | 3 |
| Facility | 3 | 5 |
| Funding & resource allocation | 23 | 17 |
| Interdependence / dependence | 7 | 12 |
| Leadership | 10 | 8 |
| Longevity | 21 | 21 |
| Management styles | 13 | 18 |
| Power / control | 15 | 20 |
| Proximity | 20 | 14 |
| Quality | 2 | 5 |
| Relevant issue | 14 | 23 |
| Satisfaction | 8 | 13 |
| Shared goals / values | 11 | 7 |
| Shared technology | 24 | 24 |
| Social bonds | 17 | 14 |
| Staff roles & responsibilities | 12 | 22 |
| Trust | 4 | 4 |
| Willingness to be flexible | 22 | 14 |

The correlation between the rank of the rating scores and the importance rank was determined by calculating the Spearman's rho correlation coefficient. A high correlation of 0.736 ($p < 0.01$, n = 24) indicated that there was a strong correlation between the two approaches to ranking the importance constructs. These results indicated a consistency in how the importance of the relationship constructs was assessed by the respondents.

Hypothesis outcome (H1b)

The null hypothesis for this analysis was that there was no relationship between the rating and ranking of the importance constructs. The null hypothesis was rejected because the Spearman's rho correlation analysis identified a strong statistically significant correlation between the rating and ranking of the importance constructs.

*7.4.2.2 Connection between relationship constructs and relationship outcome variables*

The focus for the exploration of the correlations among the different variable sets was based on the connection between the relationship constructs (both importance and performance ratings) and the relationship outcomes. The analysis was designed to determine if there was a correlation between the constructs that influenced the relationships and the outcomes generated from the relationships. The null hypothesis for this analysis was:

H6a – There is no relationship between the rating of the relationship constructs and the relationship outcomes.

The analysis of the relationships focused on the connection between the relationship outcomes and the overall importance, overall performance, PCA variables, and the IPA 8 variables. This information is provided in Tables 7.22, 7.23 and 7.24.

Pearson's correlation coefficients were used to analyse these differences given that Likert scales had been used for all of the relevant data. The correlations were useful to identify connections between variables but it should be noted that there was no indication of causality (Gratton & Jones, 2004). An understanding of the correlations between the range of variables was helpful in gaining additional insights to the relationships between sport venues and sport associations. The preliminary analyses ensured there was no violation of the assumptions of normality, linearity and homoscedaticity.

Table 7.22 provides the correlations between the relationship outcomes and five variables. Overall Performance and PCA3 – MaxiPerf have medium and strong correlations with all the relationship outcome variables. The greatest number of strong correlations (> .5) is with the overall performance. The high positive correlations between Overall relationship performance and six relationship outcome variables and

PCA4 – Tangibles indicated that the relationships with highly rated relationship performance were also having more highly rated outcomes. It is worth noting that these outcomes include variables that relate to internal operations, for example, solving problems and increased usage, as well as broader community outcomes such as sense of community ownership and pride and improved communication networks.

Table 7.22 Relationship outcome correlations with overall importance, overall performance, and PCA components

| Relationship outcomes | Overall importance | Overall performance | PCA1 - Values | PCA2 – Flexibility | PCA3 – MaxiPerf |
|---|---|---|---|---|---|
| Problem solved | .172** | .673* | .038 | .029 | .671* |
| Increased usage | .125 | .512* | -.068 | .083 | .371* |
| Sense of community ownership & pride | .196* | .531* | -.013 | .043 | .393* |
| Cost & other savings | .205* | .343* | -.011 | .205** | .410* |
| Increased revenue, funding & resources | .133 | .398* | -.131 | .013 | .375* |
| Increased services | .175** | .434* | -.027 | .029 | .355* |
| Increased community involvement & support | .126 | .490* | -.092 | .060 | .407* |
| Reduced duplication & increase complementary resources | .129 | .395* | .106 | .054 | .519* |
| Enhanced stability | .100 | .460* | .063 | .078 | .458* |
| Enhanced legitimacy or credibility | .268* | .479* | .140 | .112 | .464* |
| Develop new ideas & approaches | .166** | .447* | -.005 | .097 | .433* |
| Provide experience & knowledge | .155** | .444* | -.049 | -.001 | .406* |
| Increase manager's capability | .136 | .369* | -.014 | -.012 | .419* |
| Develop cooperative marketing | .088 | .382* | .018 | .109 | .425* |
| Improve communication networks | .187* | .506* | -.065 | .124 | .489* |
| Increase lobbying strength | .079 | .404* | .017 | .017 | .370* |
| Better use of limited resources | .161** | .534* | .002 | -.025 | .542* |
| Increase organisational flexibility | .239* | .547* | -.063 | .084 | .519* |
| Share power of leaders & influentials | .170** | .485* | .083 | .223** | .479* |
| Increased awareness to different communities | .223* | .406* | -.013 | -.001 | .326* |
| Reach more diverse people & minorities | .243* | .374* | -.063 | -.010 | .359* |
| Assist make a bigger impact | .130 | .461* | .007 | .026 | .374* |
| PCA4 – Tangibles | .177 | .536* | -.021 | -.034 | .477* |

* significant .01, ** significant .05

There were also four relationship outcome variables that had a high correlation with PCA3 – MaxiPerf. These strong correlations were mostly with relationship outcomes that were internally focused, such as Problem solved and Better use of limited resources.

The medium and high correlations between the relationship outcomes and the Overall performance and PCA3 – MaxiPerf indicated there was a connection between the level of relationship performance and the level of relationship outcomes that were achieved. The cause of this connection cannot be determined from this analysis, but the positive correlations between relationship performance and relationship outcomes were important to note.

Relationship outcomes and IPA 8

The IPA 8 were the key eight relationship constructs (identified from the IPA, i.e., commitment, trust, communication, facility, shared goals / values, cooperation, quality and leadership) and were used to guide further correlation analysis with the relationship outcome variables. Table 7.23 provides the correlation coefficients for importance rating of the IPA 8 and the relationship outcomes, and Table 7.24 provides the data for the correlations between the performance rating of the IPA 8 and the relationship outcomes.

Table 7.23 IPA 8 importance – constructs correlation with relationship outcomes / achievements

| Relationship outcomes / achievements | Commitment importance | Trust importance | Communication importance | Facility importance | Shared goals / values importance | Cooperation importance | Quality importance | Leadership importance |
|---|---|---|---|---|---|---|---|---|
| Problem solved | .168** | .055 | .106 | .157** | .021 | .126 | .172** | .093 |
| Increased usage | .084 | .017 | .033 | .032 | -.048 | .092 | .062 | .113 |
| Sense of community ownership & pride | .147** | .052 | .097 | .056 | .064 | .142 | .177** | .186** |
| Cost & other savings | .142 | .098 | .040 | .080 | .126 | .069 | .220* | .151** |
| Increased revenue, funding & resources | .097 | -.110 | .062 | .002 | -.087 | -.007 | .074 | .023 |
| Increased services | .116 | .016 | .084 | .036 | .075 | .091 | .131 | .067 |
| Increased community involvement & support | .105 | -.003 | .000 | .009 | .041 | .047 | .182** | .064 |
| Reduced duplication & increase complementary resources | .036 | .125 | .045 | .102 | .111 | .098** | .210** | .083 |
| Enhanced stability | .123 | .244* | .152** | .168** | .088 | .117 | .185** | .064 |
| Enhanced legitimacy or credibility | .228* | .156** | .158** | .212* | .150** | .264* | .221 | .226* |
| Develop new ideas & approaches | .175** | -.036 | -.009 | -.033 | .006 | .068 | .136 | .187** |
| Provide experience & knowledge | .120 | .043 | .002 | .084 | -.020 | .130 | .185** | .247* |
| Increase manager's capability | .157** | -.010 | .013 | .167** | -.003 | .014 | .154 | .256* |
| Develop cooperative marketing | .142 | .066 | .064 | .102 | .080 | .203* | .142 | .323* |
| Improve communication networks | .088 | .006 | .034 | .015 | -.087 | .093 | .041 | .151** |
| Increase lobbying strength | .125 | .084 | -.037 | .056 | -.016 | .012 | .035 | .039 |
| Better use of limited resources | .123 | .014 | .059 | .142 | .036 | .047 | .078 | .099 |
| Increase organisational flexibility | .082 | .015 | .001 | .165** | .049 | .087 | .070 | .149 |
| Share power of leaders & influentials | .132 | .112 | .080 | .060 | .042 | .258* | .108 | .186** |

Table 7.23 continued

| Relationship outcomes / achievements | Commitment importance | Trust importance | Communication importance | Facility importance | Shared goals / values importance | Cooperation importance | Quality importance | Leadership importance |
|---|---|---|---|---|---|---|---|---|
| Increased awareness to different communities | .078 | .173** | -.021 | .111 | .013 | .186** | .225* | .097 |
| Reach more diverse people & minorities | .015 | .009 | -.026 | .112 | .028 | .083 | .135 | .050 |
| Assist make a bigger impact | .136 | -.004 | .037 | .120 | -.007 | .183** | .181** | .102 |
| PCA4 - Tangibles | .216** | .027 | .054 | -.017 | -.029 | .134 | .062 | .062 |

* significant .01; ** significant .05

Table 7.24 IPA 8 performance constructs correlation with relationship outcomes

| Relationship outcomes / achievements | Commitment performance | Trust performance | Communication performance | Facility performance | Shared goals / values performance | Cooperation performance | Quality performance | Leadership performance |
|---|---|---|---|---|---|---|---|---|
| Problem solved | .562* | .557* | .560* | .399* | .544* | .471* | .569* | .522* |
| Increased usage | .378* | .340* | .365* | .295* | .388* | .341* | .431* | .364* |
| Sense of community ownership & pride | .354* | .392* | .390* | .261* | .390* | .357* | .470* | .448* |
| Cost & other savings | .236* | .413* | .283* | .202* | .334* | .340* | .387* | .376* |
| Increased revenue, funding & resources | .327* | .299* | .317* | .312* | .308* | .245* | .387* | .301* |
| Increased services | .323* | .369* | .372* | .265* | .342* | .294* | .459* | .392* |
| Increased community involvement & support | .340* | .368* | .339* | .242* | .354* | .301* | .474* | .397* |
| Reduced duplication & increase complementary resources | .307* | .483* | .349* | .337* | .388* | .344* | .428* | .394* |
| Enhanced stability | .427* | .423* | .398* | .338* | .406* | .364* | .440* | .407* |
| Enhanced legitimacy or credibility | .395* | .445* | .384* | .308* | .408* | .341* | .423* | .423* |
| Develop new ideas & approaches | .378* | .281* | .350* | .328* | .366* | .334* | .488* | .437* |
| Provide experience & knowledge | .299* | .354* | .364* | .258* | .288* | .344* | .426* | .418* |
| Increase manager's capability | .331* | .316* | .322* | .255* | .310* | .273* | .396* | .323* |
| Develop cooperative marketing | .353* | .368* | .366* | .319* | .380* | .305* | .361* | .350* |
| Improve communication networks | .427* | .408* | .435* | .347* | .417* | .392* | .446* | .408* |
| Increase lobbying strength | .347* | .377* | .319* | .266* | .343* | .275* | .350* | .277* |
| Better use of limited resources | .377* | .460* | .437* | .229* | .474* | .386* | .464* | .460* |
| Increase organisational flexibility | .380* | .446* | .408* | .285* | .460* | .376* | .466* | .504* |
| Share power of leaders & influentials | .430* | .467* | .404* | .276* | .414* | .384* | .403* | .416* |
| Increased awareness to different communities | .287* | .391* | .260* | .279* | .266* | .299* | .377* | .303* |
| Reach more diverse people & minorities | .343* | .405* | .319* | .246* | .266* | .303* | .359* | .301* |
| Assist make a bigger impact | .434* | .352* | .357* | .331* | .369* | .442* | .470* | .391* |
| PCA4 - Tangibles | .483* | .451* | .462* | .362* | .475* | .434* | .481* | .425* |

* significant .01; ** significant .05

The correlations between the IPA 8 importance constructs and the relationship outcomes had no medium or high correlations, while the IPA 8 performance constructs and relationship outcomes had 147 positive medium correlations and seven positive high correlations. In particular, it is worth noting that Problem solved had high correlations with six of the IPA 8 performance constructs. The only IPA 8 variable that did not have a majority of medium and high correlations was Facility. These results clearly indicated a medium to strong connection between the performance of the IPA 8 relationship constructs and the relationship outcomes. Relationships that have IPA 8 relationship constructs that were performing highly also have highly rated relationship outcomes.

The other relationship construct performance rating correlations with the relationship outcomes were explored. There was a range of significant results but the results were consistent with the IPA 8 analysis, there were a few additional constructs that had high correlations with the Problem solved outcome and many medium correlations and a few small correlations. For the purposes of this study, these data were not deemed necessary to present because the research hypothesis was effectively addressed by the data presented in Tables 7.22 to 7.24.

The key finding from the exploration of the connection between the relationship outcomes and the relationship constructs was the medium to high correlations for the performance of the relationship constructs with relationship outcomes. Sport associations and sport venues that had highly performing relationship constructs also had highly rated relationship outcomes.

---

Hypothesis outcome (H6a)

The null hypothesis for this analysis was that there was no relationship between the rating of the relationship constructs and the relationship outcomes. The null hypothesis was rejected because a number of statistically significant positive correlations were identified between the relationship constructs and relationship outcomes. In particular, there were medium and high correlations between the performance of the IPA 8 constructs and the relationship outcomes.

---

*7.4.3 Differences within the respondent group*

Traditionally, importance performance analysis was used to provide insights as to how similar attributes were rated regarding the importance and performance of an attribute. No studies have been found that explored the statistical differences of the

importance and performance ratings for each attribute. It was useful to gain this insight because it provided more validity in the subsequent analysis of the differences between importance and performance to know if these items had statistically different mean scores. The null hypothesis being investigated was:

H1a – There is no difference in the rating of the importance and performance for each of the 24 constructs.

A paired sample t-test was conducted to explore the differences amongst the respondents to analyse the differences between the importance and performance of each of the 24 constructs and the overall ratings. Table 7.25 provides the details for this analysis. All 24 constructs and the overall items showed significant levels of difference between Importance and Performance with T values ranging from 2.120 for Proximity (sig. .035) to 12.839 for Cooperation (sig. .000).

Table 7.25 Differences between the ratings of the importance and performance for the 24 relationship constructs and the overall ratings

| Relationship constructs | Importance | | | Performance | | | T value | Deg free. | Sig | Eta squared |
|---|---|---|---|---|---|---|---|---|---|---|
| | N | M | SD | N | M | SD | | | | |
| Commitment | 198 | 6.01 | .964 | 198 | 4.90 | 1.249 | 11.097 | 197 | .000 | .38 |
| Interdependence / dependence | 198 | 5.91 | .900 | 198 | 4.78 | 1.254 | 11.607 | 197 | .000 | .41 |
| Trust | 197 | 6.07 | .884 | 197 | 4.88 | 1.300 | 12.014 | 196 | .000 | .42 |
| Communication | 200 | 6.23 | .805 | 200 | 5.09 | 1.342 | 11.912 | 199 | .000 | .42 |
| Shared goals / values | 198 | 5.69 | 1.086 | 198 | 4.58 | 1.247 | 10.578 | 197 | .000 | .36 |
| Benefits / outcomes | 195 | 5.57 | 1.064 | 195 | 4.50 | 1.266 | 10.942 | 194 | .000 | .38 |
| Longevity | 201 | 5.20 | 1.213 | 201 | 4.77 | 1.253 | 4.169 | 200 | .000 | .08 |
| Staff roles & responsibilities | 194 | 5.65 | 1.092 | 194 | 4.70 | 1.356 | 9.092 | 193 | .000 | .30 |
| Power / control | 193 | 5.58 | 1.078 | 193 | 4.39 | 1.327 | 1.998 | 192 | .000 | .02 |
| Satisfaction | 198 | 5.86 | .894 | 198 | 4.76 | 1.295 | 11.314 | 197 | .000 | .39 |
| Cooperation | 197 | 5.94 | .972 | 197 | 4.70 | 1.340 | 12.839 | 196 | .000 | .46 |
| Management style | 193 | 5.64 | 1.072 | 193 | 4.54 | 1.295 | 10.403 | 192 | .000 | .36 |
| Funding & resource allocation | 180 | 5.13 | 1.359 | 180 | 4.37 | 1.346 | 6.421 | 179 | .000 | .19 |
| Adaptation | 195 | 5.40 | 1.151 | 195 | 4.39 | 1.359 | 8.718 | 194 | .000 | .28 |
| Quality | 196 | 6.09 | .887 | 196 | 4.91 | 1.340 | 11.686 | 195 | .000 | .41 |
| Shared technology | 167 | 4.77 | 1.431 | 167 | 4.26 | 1.238 | 4.391 | 166 | .000 | .10 |
| Social bond | 196 | 5.42 | 1.324 | 196 | 4.79 | 1.394 | 6.336 | 195 | .000 | .17 |
| Appropriate partners | 196 | 5.89 | .996 | 196 | 5.03 | 1.219 | 8.832 | 195 | .000 | .29 |
| Relevant issue | 191 | 5.58 | 1.068 | 191 | 4.70 | 1.156 | 9.415 | 190 | .000 | .32 |
| Clear plan & evaluation | 189 | 5.40 | 1.249 | 189 | 4.30 | 1.421 | 9.305 | 188 | .000 | .32 |
| Leadership | 193 | 5.81 | 1.167 | 193 | 4.61 | 1.521 | 10.438 | 192 | .000 | .36 |
| Willingness to be flexible | 185 | 5.19 | 1.420 | 185 | 4.19 | 1.497 | 7.874 | 184 | .000 | .25 |
| Proximity | 190 | 5.36 | 1.425 | 190 | 5.15 | 1.213 | 2.120 | 189 | .035 | .02 |
| Facility | 195 | 6.10 | .822 | 195 | 5.11 | 1.179 | 10.825 | 194 | .000 | .38 |
| Overall | 204 | 6.00 | 1.036 | 204 | 5.19 | 1.363 | 8.397 | 203 | .000 | .26 |
| Average mean* | | 5.66 | | | 4.70 | | | | | |

*The average mean for these items is different to the overall sample because the variance in the sample size varies for the paired-sample t-test

The results in Table 7.25 indicate that all the ratings for the construct importance and performance were statistically different. The importance mean scores

were higher for all of the 24 constructs and the overall ratings. Most of the measures (19 constructs and the overall measure) of difference have a high effect with an eta squared measure greater than 0.14. All the constructs have potential for improvement in their performance. These results support the need for increased efforts to better manage the relationship constructs so that their performance ratings are closer to the expectations as indicated by the importance ratings. This matter is discussed further in Chapter 8.

<div style="border:1px solid">

Hypothesis outcome (H1a)

The null hypothesis for this analysis was that there was no difference in the ratings of the importance and performance for the 24 relationship constructs. The null hypothesis was rejected because there were statistically significant differences in the rating of importance and performance for each of the 24 constructs and the overall ratings. These results demonstrate the capacity for the relationship construct management to improve so the performance of the constructs better match the importance rating for each construct and the overall relationship rating.

</div>

### 7.4.4 Differences between groups

Determination of differences between groups of respondents is a standard statistical procedure that assesses whether the differences of two or more samples are a result of chance or if they are the result of the effect of a particular variable. Determining differences between groups of respondents is also a key technique of IPA analysis. The two tests to determine the differences among groups are the Independent sample t-tests and Analysis of Variance (ANOVA). The independent sample t-test explores the significance of the differences of mean scores between two different groups. ANOVA is similar to the independent sample t-test except it allows the analysis to determine differences between more than two groups (Gratton & Jones, 2004).

The focus for the analysis of the differences between respondent groups addressed differences in the ratings of the importance constructs, performance constructs and relationship outcomes. Different groups for the analysis were based on respondent types (refer to Table 7.1), location of respondents (Table 7.2) and relationship level (refer to Table 7.3). In each aspect of analysis, two groups of respondents were configured in order to conduct the independent sample t-test. Figure

7.8 illustrates the focus for analysis, groups, relevant hypotheses and statistical tests that were used for this analysis.

The analysis of the differences between groups was important to identify so a better understanding of the relationships between sport venues and sport associations could be gained. Differences in the ratings of the variables for any of the groups would assist those groups to more effectively manage their own operations and the relationships they have with the sport association or sport venue.

Figure 7.8 Differences between groups' analyses

| Focus for analysis | Importance constructs | Performance constructs | Relationship outcome variables |
|---|---|---|---|
| Different groups | Respondent type / Respondent location / Relationship type | Respondent type / Respondent location / Relationship type | Respondent type / Respondent location / Relationship type |
| Hypotheses | H3a / H4a / H5a / H3b | H4b / H5b / H7a | H8a / H9a |
| Statistical tests | | T-tests and ANOVA | |
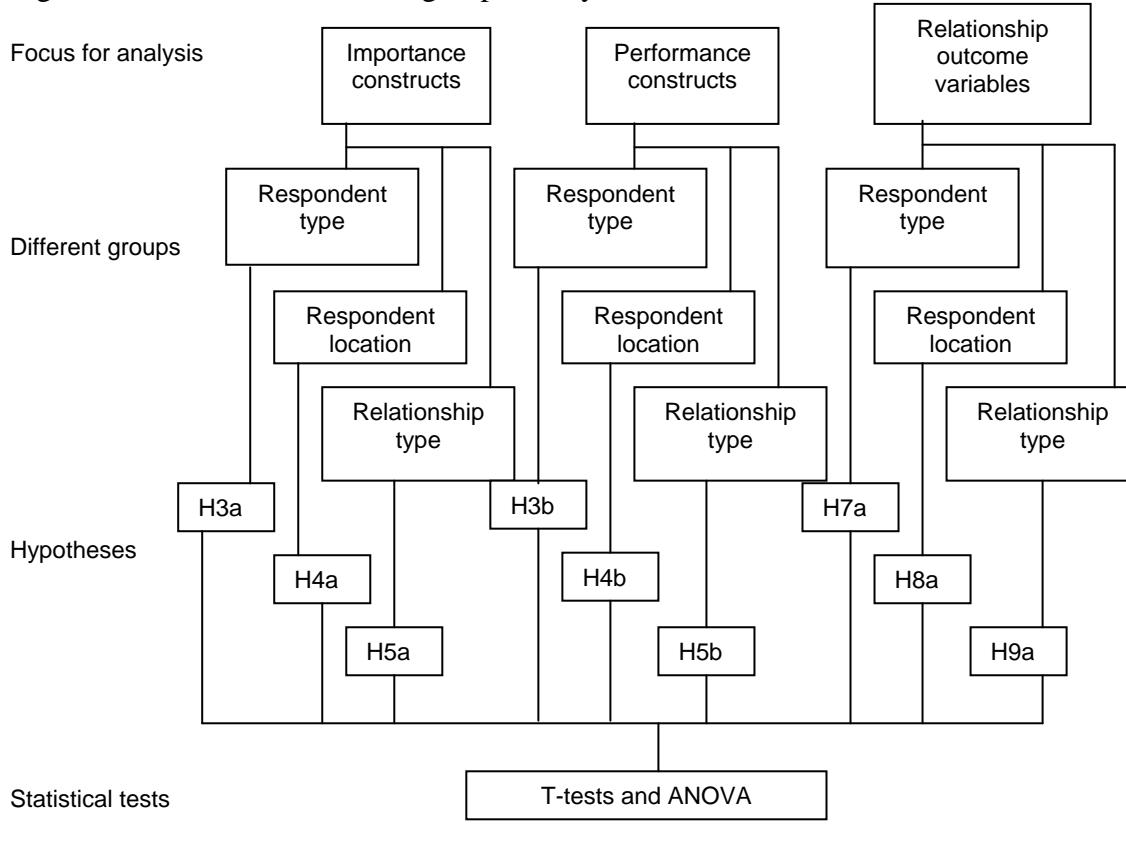
*7.4.4.1 Importance construct differences*

The questionnaire requested all respondents to rate the importance of the relationship constructs and the overall importance of the relationship. This section discusses the differences in the importance ratings based on respondent type, respondent location, and relationship type.

Respondent type

The nature of the completed questionnaire determined the type of respondent and this was recorded in the data entry process. There were six potential respondent groups. Table 7.1 provided a summary of these respondents.

In order to conduct the ANOVA, the six options for the respondent groups were combined to create four groups by including the electronic association respondents with Association respondents and electronic venue respondents with the venue respondents. Initial exploration of these data identified issues regarding the homogeneity of variances so the groups were further combined to create three groups of respondents. The three groups were association respondents (N=102), pass-on association respondents (N= 29), and venue respondents (N= 75). These groups were deemed to be appropriate for ANOVA because although the Levene's test was significant the maximum sample ratio (MSR) and Fmax ratio were both less than four (Moss, 2006).

The independent sample t-tests were conducted by combining the respondents into two groups. All the association respondents were one group (N= 131) and all the venue respondents were the other group (N= 75). The null hypothesis for this analysis was:

H3A – There are no differences in the rating of the importance constructs between sport associations and sport venues.

Table 7.26 provides the results from the ANOVA and Table 7.27 provides the results from the independent sample t-test. These results indicate that the respondent types have few differences for the rating of the importance constructs.

Table 7.26 Significant ANOVA results for differences between respondent types ratings of importance constructs

| Importance Constructs | F | Degrees of freedom | Sig. | Eta$^2$ | Tukey's HSD | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | Source of response | Means | S. D. | Sig. |
| Interdependence / dependence | 4.175 | 2, 197 | .017 | .04 | Assoc. & PO Assoc. | 6.02 & 5.48 | .825 & 1.090 | .012 |
| Quality | 4.486 | 2, 196 | .012 | .04 | PO Assoc. & Venue | 5.68 & 6.26 | 1.090 & .760 | .009 |

Table 7.27 Significant Independent sample t-test results for differences between association and venue ratings of importance constructs

| Importance Constructs | Assoc. | | | Venue | | | T value | Deg free. | Sig | Eta squared |
|---|---|---|---|---|---|---|---|---|---|---|
| | N | M | SD | N | M | SD | | | | |
| Quality | 125 | 6.00 | .942 | 74 | 6.26 | .760 | -1.984 | 197 | .048 | .02 |
| Leadership | 124 | 5.70 | 1.325 | 71 | 6.00 | .775 | -1.984 | *192.898 | .049 | .02 |
| Proximity | 125 | 5.47 | 1.395 | 70 | 5.04 | 1.517 | -1.997 | 193 | .047 | .02 |

* Equal variances not assumed due to Levene's test significance. Therefore degrees of freedom were calculated differently.

The analysis of the differences amongst respondent types for the importance constructs indicated that not only were there were few differences in the ratings but the differences that existed were quite low (eta squared = 0.04 or less). The

differences were between the venues and associations except Interdependence / dependence that had differences between association and pass-on association respondents (Table 7.26).

<div style="border:1px solid black; padding:10px">

Hypothesis outcome (H3a)

     The null hypothesis for this analysis was there were no differences in the rating of the importance constructs between sport venues and sport associations. The null hypothesis was rejected because statistically significant differences were identified for four constructs. The differences between the sport venues and sport associations were weak so these differences have little impact.

</div>

Respondent location

     Respondents indicated the location of their sport association or venue in Question B of section 1 of the questionnaire. There were four potential respondent groups. Table 7.2 provided a summary of these respondents.

     In order to conduct the analysis, the three respondents who indicated they were located in a rural setting were recoded to be part of the country town respondents. This new variable was used for the ANOVA to analyse the differences between the three groups. In order to conduct the independent sample t-test a new variable was created that combined the provincial town and country town respondents as non-metropolitan respondents. This variable was used as the independent variable to analyse the differences in the ratings of the importance constructs. Results from this analysis only report the items that were significantly different for each sector of responses.

     The three groups for the ANOVA analysis were metropolitan Melbourne (N = 94), provincial town (N = 23), and country town (N = 85). These groups were deemed to be appropriate for the ANOVA but three variables were eliminated because there was a significant value for the Levene's test for the homogeneity of variances. The MSR and Fmax values for Longevity, Management Style and Overall Importance were above four so these variables were eliminated from the analysis. The t-test analysis provided analysis that included these variables. The null hypothesis was:

     H4a – There are no differences in the rating of the importance constructs among metropolitan, provincial and country town settings.

The ANOVA did not identify any differences for the rating of the importance constructs based on respondent location. Table 7.28 provides the summary of the significant outcomes from the independent sample t-test analysis. There were four importance constructs with ratings that were different between the metropolitan and non-metropolitan respondents. The eta squared measure indicated that the effect size for these differences was small for all the constructs except Management style that had a moderate effect.

Table 7.28 Significant Independent sample t-test results for differences of importance constructs between metropolitan and non-metropolitan respondents

| Importance constructs | Metropolitan Melbourne | | | Non-metropolitan Victoria | | | T value | Deg free. | Sig | Eta squared |
|---|---|---|---|---|---|---|---|---|---|---|
| | N | M | SD | N | M | SD | | | | |
| Longevity | 92 | 4.99 | 1.347 | 107 | 5.35 | 1.047 | -2.100 | 197 | .037 | .02 |
| Power / control | 88 | 5.38 | 1.148 | 104 | 5.74 | .995 | -2.363 | 190 | .019 | .03 |
| Management style | 89 | 5.33 | 1.166 | 102 | 5.85 | 1.038 | -3.280 | *177.754 | .001 | .06 |
| Adaptation | 88 | 5.19 | 1.153 | 105 | 5.53 | 1.169 | -2.026 | 191 | .044 | .02 |

* Equal variances not assumed due to Levene's test significance. Therefore degrees of freedom were calculated differently.

Hypothesis outcome (H4a)

The null hypothesis for this analysis was there were no differences in the rating of the importance constructs among the metropolitan, provincial and country town settings. The null hypothesis was rejected because statistically significant differences among the respondent locations were identified. The differences between metropolitan and non-metropolitan respondents for the four variables were of little consequence because the Eta square value was small or moderate. Also, these four variables were not impactful because there were not deemed as important from the IPA or the ranking of the relationship constructs (refer to Tables 7.15 and 7.17).

Relationship type

The respondents indicated the type of relationship based on three options. Their relationship type was either tenant / landlord, strategic alliance, or integrated collaboration. Table 7.3 provided the details of these responses.

The ANOVA was based on the three groups of respondents. In order to conduct the independent sample t-test the strategic alliance and integrated collaboration respondents were combined to create a new group based on alliance or collaboration. The amalgamation of the strategic alliance and integrated collaboration respondents was based on a group of respondents who had indicated there was some collaboration and not just a relationship based on exchange. The differences between

types of relationship respondents were explored to understand the differences in the
ratings of the importance constructs. Data from this analysis only report the items that
were significantly different for each sector of responses.

The three groups for the ANOVA analysis were tenant / landlord (N = 117),
strategic alliance (N = 61), and integrated collaboration (N = 24). The two groups for
the independent samples t-test were tenant / landlord (N = 117) and alliance or
collaboration (N = 85). The null hypothesis was:

H5a – There are no differences in the rating of the importance constructs
among the tenant / landlord, strategic alliance and integrated collaboration
relationship types.

In the ANOVA, the four variables of Interdependence / dependence,
Satisfaction, Social bond and PCA2-Flexibility violated the homogeneity of variances
tests. The maximum sample ratio for each of these variables was > 4 so the ANOVA
did not proceed with these variables.

The significant results from the ANOVA are reported in Table 7.29 and Table
7.30 provides the significant results from t-test. The ANOVA indicated that there was
a significant difference among the respondents for five importance constructs. The t-
test analysis identified significant differences for three variables.

There was no consistency in the differences identified in Table 7.29 because
both the tenant / landlord and integrated collaboration respondents rated some of the
constructs higher. The effect size (Eta square) for these differences was small for all
the variables except Shared technology that had a moderate effect.

Table 7.29 Significant ANOVA differences among tenant / landlord, strategic alliance
and integrated collaboration respondents for the importance constructs

| Importance Variables | F | Degrees of freedom | Sig. | Eta$^2$ | Tukey's HSD | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | Source of response | Means | S. D. | Sig. |
| Commitment | 5.064 | 2, 192 | .007 | .05 | Ten / Land & Strat All | 6.18 & 5.69 | .826 & 1.071 | .005 |
| Staff roles & responsibilities | 3.317 | 2, 189 | .046 | .03 | Strat All & Int Collab | 5.36 & 6.00 | 1.186 & .976 | .053 |
| Quality | 3.375 | 2, 192 | .036 | .03 | Strat All & Int Collab | 4.70 & 5.74 | 1.263 & 1.098 | .066 |
| Shared technology | 4.961 | 2, 161 | .008 | .06 | Ten / Land & Int Colla | 4.68 & 5.74 | 1.398 & 1.098 | .007 |
| | | | | | Strat All & Int Collab | 4.70 & 5.74 | 1.263 & 1.098 | .017 |
| Overall importance | 3.413 | 2, 198 | .035 | .03 | Strat All & Int Collab | 5.83 & 6.46 | 1.011 & .779 | .026 |

Table 7.30 Significant Independent sample t-test results for differences of importance construct ratings between tenant / landlord respondents and alliance or collaboration respondents

| Importance constructs | Tenant / landlord relationship | | | Alliance or collaboration relationship | | | T value | Deg free. | Sig | Eta squared |
|---|---|---|---|---|---|---|---|---|---|---|
| | N | M | SD | N | M | SD | | | | |
| Commitment | 113 | 6.18 | .826 | 82 | 5.77 | 1.092 | 2.975 | 193 | .003 | .04 |
| Clear plan & evaluation | 110 | 5.56 | 1.088 | 78 | 5.19 | 1.368 | 2.070 | 186 | .040 | .02 |
| PCA2 – Flexibility | 85 | -.118 | 1.101 | 52 | .254 | .736 | -2.368 | *133.876 | .019 | .03 |

* Equal variances not assumed due to Levene's test significance. Therefore degrees of freedom were calculated differently.

The data from the independent sample t-test in Table 7.30 provides another perspective that compares the differences between the tenant / landlord respondents and the alliance / collaboration respondents. There were significant differences for three variables.

Hypothesis outcome (H5a)

The null hypothesis for this analysis was there were no differences in the rating of the importance constructs among the tenant / landlord, strategic alliance and integrated collaboration relationship types. The null hypothesis was rejected because statistically significant differences did exist. The nature of the differences was not consistent because there were differences between tenant / landlord, strategic alliances and collaborative relationships; and the differences were not always higher for one relationship type than another. The eta squared measure indicated that the effect size for these differences was small for all but the rating of the importance of shared technology that had a medium effect size. The importance differences for Shared technology warrants less attention because it was deemed to be not applicable by the greatest number of respondents (Table 7.9).

Conclusion of differences among respondents for importance constructs

The overall analysis of differences among groups for the rating of the importance constructs indicated that there were few differences among groups. There were significant differences for respondent type, respondent location and relationship type but most of the variables that did show differences had small effect size.

*7.4.4.2 Performance construct differences*

Differences in the ratings of the performance constructs were analysed for the three different groups of respondent type, respondent location and relationship type.

The analysis of the differences for the performance constructs identified many more differences than the importance construct ratings.

Respondent type

The analysis of the differences between the respondent types for the rating of the performance constructs was conducted in a similar manner to the importance constructs. The ANOVA was based on three groups of respondents and the independent sample t-test was based on the association and venue respondents. The null hypothesis for this analysis was:

H3b – There are no differences in the rating of the performance constructs between sport associations and sport venues.

The results from the ANOVA are reported in Table 7.31, and Table 7.32 provides the significant results from the T-test. Both the ANOVA and independent sample t-test indicated differences for a relatively high number of performance constructs.

The ANOVA analysis identified differences in the ratings for 14 performance constructs where the differences were always between association respondents and venue respondents. The t-test analysis identified differences for 16 performance constructs. The results from this analysis indicated that the venue respondents were rating the performance of the constructs higher than association respondents. The eta squared measure indicated that the effect size for these variables range between small (eta squared < 0.06) and medium (eta squared between 0.06 and 0.14). Quality had the highest effect size with significant differences between association and venue respondents; pass-on association and venue respondents (Table 7.31) and all association and venue respondents (Table 7.32).

There is consistency in the data in Tables 7.31 and 7.32. All of the variables except PCA3 – MaxiPerf that had significant differences in the ANOVA analysis are also included in the t-test analysis.

The fact that venues rated the performance of these constructs higher than the associations was quite a consistent result. The differences between the associations and venues were better illustrated via an IPA grid (refer to Figure 7.9).

Table 7.31 Significant ANOVA results for differences between respondent types ratings of performance constructs

| Performance Variables | F | Degrees of freedom | Sig. | Eta$^2$ | Tukey's HSD | | |
|---|---|---|---|---|---|---|---|
| | | | | | Source of response | Means | S. D. | Sig. |
| Interdependence / dependence | 3.331 | 2, 196 | .038 | .03 | PO Assoc. & Venue | 4.38 & 5.04 | 1.374 & 1.080 | .048 |
| Trust | 4.229 | 2, 195 | .016 | .04 | PO Assoc. & Venue | 4.29 & 5.13 | 1.436 & 1.146 | .012 |
| Benefits / outcomes | 6.001 | 2, 193 | .003 | .06 | Assoc. & Venue | 4.28 & 4.89 | 1.329 & 1.103 | .006 |
| | | | | | PO Assoc. & Venue | 4.14 & 4.89 | 1.353 & 1.103 | .023 |
| Longevity | 6.991 | 2, 199 | .001 | .07 | Assoc. & Venue | 4.57 & 5.16 | 1.279 & 1.182 | .006 |
| | | | | | PO Assoc. & Venue | 4.31 & 5.16 | 1.257 & 1.182 | .006 |
| Satisfaction | 5.402 | 2, 196 | .005 | .05 | PO Assoc. & Venue | 4.14 & 5.06 | 1.505 & 1.099 | .004 |
| Cooperation | 4.575 | 2, 195 | .011 | .04 | PO Assoc. & Venue | 4.07 & 4.96 | 1.580 & 1.224 | .008 |
| Funding and resource allocation | 5.398 | 2, 178 | .005 | .06 | Assoc. & Venue | 4.16 & 4.80 | 1.409 & 1.166 | .011 |
| | | | | | PO Assoc. & Venue | 4.00 & 4.80 | 1.414 & 1.166 | .024 |
| Adaptation | 5.335 | 2, 193 | .006 | .05 | Assoc. & Venue | 4.12 & 4.79 | 1.423 & 1.194 | .005 |
| Quality | 10.234 | 2, 194 | .000 | .09 | Assoc. & Venue | 4.67 & 5.42 | 1.463 & 1.058 | .001 |
| | | | | | PO Assoc. & Venue | 4.29 & 5.42 | 1.301 & 1.058 | .000 |
| Social bond | 4.411 | 2, 194 | .013 | .04 | Assoc. & Venue | 4.61 & 5.14 | 1.404 & 1.202 | .040 |
| | | | | | PO Assoc. & Venue | 4.36 & 5.14 | 1.768 & 1.202 | .033 |
| Relevant issue | 4.769 | 2, 188 | .010 | .05 | PO Assoc. & Venue | 4.14 & 4.93 | 1.297 & .975 | .007 |
| Leadership | 4.021 | 2, 191 | .019 | .04 | PO Assoc. & Venue | 4.07 & 4.96 | 1.361 & 1.429 | .021 |
| Overall | 6.014 | 2, 202 | .003 | .06 | Assoc. & Venue | 5.08 & 5.57 | 1.419 & 1.074 | .044 |
| | | | | | PO Assoc. & Venue | 4.62 & 5.57 | 1.568 & 1.074 | .004 |
| PCA3 – MaxiPerf | 3.405 | 2, 138 | .036 | .05 | PO Assoc. & Venue | -.454 & .194 | 1.083 & .804 | .027 |

Table 7.32 – Significant Independent sample t-test results for differences between association and venue ratings of performance constructs

| Performance Constructs | Assoc. | | | Venue | | | T value | Deg free. | Sig | Eta squared |
|---|---|---|---|---|---|---|---|---|---|---|
| | N | M | SD | N | M | SD | | | | |
| Commitment | 128 | 4.76 | 1.260 | 71 | 5.14 | 1.211 | -2.083 | 197 | .039 | .02 |
| Interdependence / Dependence | 127 | 4.61 | 1.358 | 72 | 5.04 | 1.080 | -2.484 | *175.703 | .014 | .03 |
| Trust | 127 | 4.71 | 1.398 | 71 | 5.13 | 1.146 | -2.148 | 196 | .033 | .02 |
| Shared goals / values | 127 | 4.39 | 1.310 | 72 | 4.85 | 1.146 | -2.452 | 197 | .015 | .03 |
| Benefits / Outcomes | 125 | 3.25 | 1.330 | 71 | 4.89 | 1.103 | -3.434 | 194 | .001 | .06 |
| Longevity | 128 | 4.51 | 1.274 | 74 | 5.16 | 1.182 | -3.610 | 200 | .000 | .07 |
| Staff roles & responsibilities | 125 | 4.54 | 1.440 | 70 | 4.94 | 1.226 | -2.085 | *162.702 | .039 | .02 |
| Power / control | 126 | 4.22 | 1.402 | 68 | 4.65 | 1.194 | -2.118 | 192 | .035 | .02 |
| Satisfaction | 127 | 4.56 | 1.401 | 72 | 5.06 | 1.099 | -2.765 | *177.277 | .006 | .04 |
| Cooperation | 127 | 4.52 | 1.413 | 71 | 4.96 | 1.224 | -2.192 | 196 | .030 | .02 |
| Funding & resource allocation | 120 | 4.13 | 1.406 | 61 | 4.80 | 1.166 | -3.243 | 179 | .001 | .06 |
| Adaptation | 125 | 4.14 | 1.422 | 71 | 4.79 | 1.194 | -3.268 | 194 | .001 | .06 |
| Quality | 125 | 4.58 | 1.432 | 72 | 5.42 | 1.058 | -4.657 | *183.139 | .001 | .12 |
| Social bond | 125 | 4.91 | 1.258 | 69 | 5.22 | 1.174 | -3.018 | *174.083 | .003 | .05 |
| Relevant issue | 122 | 4.57 | 1.233 | 69 | 4.93 | .975 | -2.184 | *168.930 | .030 | .03 |
| Leadership | 124 | 4.40 | 1.535 | 70 | 4.96 | 1.429 | -2.474 | 192 | .014 | .03 |
| Overall | 131 | 4.98 | 1.460 | 74 | 5.57 | 1.074 | -3.044 | 203 | .003 | .05 |

* Equal variances not assumed due to Levene's test significance. Therefore degrees of freedom were calculated differently.

Figure 7.9 provides the IPA grid with both association and venue respondents plotted separately. All the constructs are provided in this analysis but the focus should be on the constructs that show significant differences. The grid illustrates a trend where there is a concentration of the association constructs to the left because of their relatively lower performance ratings. However, there is little difference in the vertical position of the two groups of constructs because the importance ratings have so few significant differences.

274

Figure 7.9 IPA grid for associations and venues
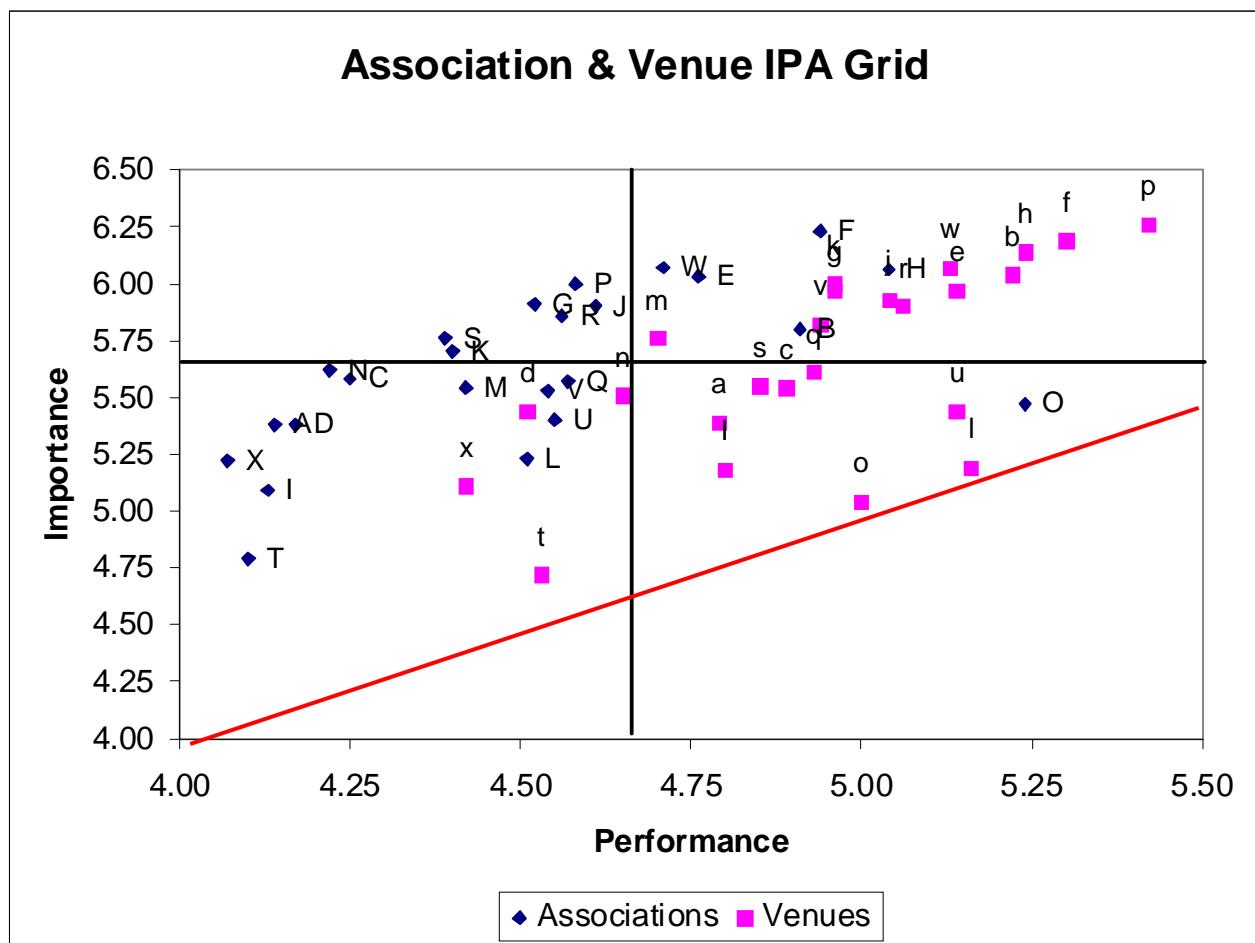


**Legend***

| | | | | |
|---|---|---|---|---|
| A a | Adaptation[2] | | M m | Management styles |
| B b | Appropiate partners | | N n | Power / control[2] |
| C c | Benefits / outcomes[2] | | O o | Proximity[1] |
| D d | Clear plan & evaluation | | P p | Quality[1,2] |
| E e | Commitment[2] | | Q q | Relevant issue[2] |
| F f | Communication | | R r | Satisfaction[2] |
| G g | Cooperation[2] | | S s | Shared goals / values[2] |
| H h | Facility | | T t | Shared technology |
| I I | Funding & resource allocation[2] | | U u | Social bonds[2] |
| J j | Interdependence / dependence[2] | | V v | Staff roles & responsibilities[2] |
| K k | Leadership[1,2] | | W w | Trust[2] |
| L I | Longevity[2] | | X x | Willingness to be flexible |

* Upper case letter to the right of the data point identifies Association constructs and lower case letter above the data point identifies Venue constructs.
[1] Identifies construct that has significantly different rating of importance constructs, p < .05.
[2] Identifies constructs that have significantly different ratings of performance constructs, p < .05.

The constructs that warranted further attention based on the total sample synthesis were Commitment, Communication, Cooperation, Facility, Leadership, Quality, Shared goals / values and Trust (refer to section 7.3.2.3). The comparison of

the association and venue analysis with the total sample indicated that two variables, Communication and Facility, were not rated differently by associations and venues.

---

<u>Hypothesis outcome (H3b)</u>

The hypothesis for this analysis was that there were no differences in the rating of the performance constructs between sport venues and sport association. The null hypothesis was rejected because the ANOVA identified 14 variables with statistically significant differences and the independent sample T-test identified 17 variables with statistically significant differences. The differences in the performance of the relationship constructs provides useful insights to how the relationships need to be managed by sport associations and sport venues.

---

<u>Respondent location</u>

The analysis of the differences between the respondent locations for the rating of the performance constructs proceeded in the same manner as the previous analyses. The null hypothesis for this analysis was:

H4b – There are no differences in the rating of the performance constructs among the metropolitan, provincial and country town settings.

The significant results from the ANOVA and independent sample T-test are reported in Tables 7.33 and Table 7.34. The ANOVA indicated that there were significant differences between metropolitan and provincial town respondents for the performance of three variables. The t-test analysis indicated that there was a difference only for the rating of the overall performance. In all of these results the metropolitan respondents were rating the constructs and overall performance higher than either the provincial town respondents or the non-metropolitan respondents.

The outcomes of these differences were of minimal impact because the constructs for which there were differences were not rated as high impact in the IPA and the eta squared measures were only small. This is similar to the interpretation of the location of respondents' differences in rating of the importance constructs. These differences are likely to have minimal impact in understanding the nature of the relationships between sport associations and venues.

Table 7.33 Significant ANOVA differences among metropolitan, provincial and country town settings for performance constructs

| Performance Variables | F | Degrees of freedom | Sig. | Eta$^2$ | Tukey's HSD | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | Source of response | Means | S. D. | Sig. |
| Satisfaction | 3.698 | 2, 187 | .027 | .04 | Metro & Prov. Twn | 4.91 & 4.05 | 1.237 & 1.276 | .022 |
| Funding & resource allocation | 3.050 | 2, 174 | .050 | .03 | Differences between groups are all > .05 | | | |
| | | | | | Metro & Prov. Twn | 4.43 & 3.58 | 1.424 & 1.249 | .054 |
| Appropriate partners | 4.150 | 2, 190 | .017 | .04 | Metro & Prov. Twn | 5.18 & 4.36 | 1.118 & 1.002 | .012 |

Table 7.34 Significant Independent sample t-test results for differences of performance constructs between metropolitan and non-metropolitan respondents

| Performance constructs | Metropolitan Melbourne | | | Non-metropolitan Victoria | | | T value | Deg free. | Sig | Eta squared |
|---|---|---|---|---|---|---|---|---|---|---|
| | N | M | SD | N | M | SD | | | | |
| Overall performance | 89 | 4.43 | 1.397 | 96 | 4.15 | 1.429 | 2.127 | 199 | .035 | .02 |

Hypothesis outcome (4b)

The hypothesis for this analysis was there were no differences in the rating of the performance constructs among the metropolitan, provincial and country town settings. The null hypothesis was rejected because statistically significant differences were identified for three relationship constructs and the overall performance of the relationship. However, the impact of these differences was small (eta squared less than 0.05) and the variables that had significant differences were not amongst the key variables identified in the IPA.

Relationship type

The analysis of the differences between the relationship types for the rating of the performance constructs proceeded in the same manner as the previous analyses. The ANOVA was based on the three groups of respondents and the independent sample t-test was based on the independent variable for tenant / landlord and alliance / collaboration respondents. The null hypothesis for this analysis was:

H5b – There are no differences in the rating of the performance constructs among the tenant / landlord, strategic alliance and integrated collaboration relationship types.

The significant results from the ANOVA are reported in Table 7.35 and Table 7.36 provides the significant results from t-test. In the ANOVA analysis the two variables of Shared goals / values and Quality violated the homogeneity of variance test. The maximum sample ratio for each of these variables was > 4 so the ANOVA

did not proceed with these variables. The ANOVA indicated that there was a
significant difference for ten variables. The t-test analysis indicated that there was a
difference for 14 variables' ratings.

Table 7.35 Significant ANOVA differences among tenant / landlord, strategic alliance
and integrated collaboration respondents for the performance constructs

| Performance Variables | F | Degrees of freedom | Sig. | Eta$^2$ | Tukey's HSD | | |
|---|---|---|---|---|---|---|---|
| | | | | | Source of response | Means | S. D. | Sig. |
| Communication | 3.247 | 2, 194 | .041 | .03 | Ten / land & Int Colla | 4.93 & 5.71 | 1.450 & 1.367 | .031 |
| Staff roles & responsibilities | 4.579 | 2, 188 | .011 | .05 | Ten / land & Int Colla | 4.48 & 5.36 | 1.432 & 1.177 | .014 |
| Power / control | 6.788 | 2, 187 | .001 | .07 | Ten / land & Strat All | 4.06 & 4.80 | 1.281 & 1.257 | .002 |
| Management style | 6.597 | 2, 187 | .002 | .07 | Ten / land & Int Colla | 4.27 & 5.32 | 1.334 & 1.171 | .002 |
| Funding & resource allocation | 3.767 | 2, 174 | .025 | .04 | Ten / land & Int Colla | 4.16 & 4.95 | 1.467 & 1.146 | .042 |
| Shared technology | 8.074 | 2, 161 | .000 | .09 | Ten / land & Strat All | 3.98 & 4.50 | 1.293 & 1.049 | .047 |
| | | | | | Ten / land & Int Colla | 3.98 & 5.11 | 1.293 & 1.197 | .001 |
| Social bond | 4.533 | 2, 190 | .012 | .04 | Ten / land & Int Colla | 4.55 & 5.46 | 1.406 & 1.285 | .011 |
| Leadership | 7.426 | 2, 187 | .001 | .07 | Ten / land & Int Colla | 4.31 & 5.57 | 1.545 & 1.590 | .001 |
| Willingness to be flexible | 5.563 | 2, 178 | .005 | .06 | Ten / land & Strat All | 3.90 & 4.57 | 1.582 & 1.308 | .020 |
| | | | | | Ten / land & Int Colla | 3.90 & 4.80 | 1.582 & 1.240 | .034 |
| Overall performance | 7.494 | 2, 198 | .001 | .07 | Ten / land & Strat All | 4.92 & 5.43 | 1.409 & 1.110 | .041 |
| | | | | | Ten / land & Int Colla | 4.92 & 5.96 | 1.409 & 1.334 | .002 |

The differences in the rating of the performance constructs provided very
consistent results for the ten variables presented in Table 7.35. There were differences
between the tenant / landlord and integrated collaboration respondents for nine
variables and there were differences between the tenant / landlord and strategic
alliance respondents for four variables. The tenant / landlord respondents rated the
performance of the constructs lower than the strategic alliance or integrated
collaboration respondents. The eta squared measures indicated that the effect size for
four variables was small, and the effect size for seven variables was moderate.

The rating of these performance constructs clearly indicated that respondents
who classified their relationship as either a strategic alliance or integrated
collaboration were performing better than those in a tenant / landlord relationship. It
makes sense that the respondents in the strategic alliance and integrated collaboration
were rating the performance of these constructs higher than the tenant / landlord

relationships. The respondents in the alliance and collaboration relationships were likely to be more conscious of their relationships and this effort would impact on the relationship performance. These differences were important regarding how relationships could be developed and managed and are discussed more fully in Chapter 8.

The data provided in Table 7.36 reinforces the differences identified in the ANOVA analysis. All the variables except Communication had significant differences when the tenant / landlord and alliance / collaboration respondents were compared for the rating of the performance constructs. The t-test analysis also identified significant differences for Shared goals / values and Quality but these variables were not included in the ANOVA because they failed the homogeneity of variance test. The other performance constructs included in the significant t-test outcomes were Satisfaction and Proximity but the effect size for these two variable differences was small.

Table 7.36 Significant Independent sample t-test results for differences of performance constructs between tenant / landlord and alliance / collaboration respondents

| Performance constructs | Tenant / landlord relationship | | | Alliance or collaboration relationship | | | T value | Deg free. | Sig | Eta squared |
|---|---|---|---|---|---|---|---|---|---|---|
| | N | M | SD | N | M | SD | | | | |
| Shared goals / values | 113 | 4.35 | 1.368 | 82 | 4.80 | 1.082 | -2.168 | *191.514 | .010 | .02 |
| Staff roles & responsibilities | 111 | 4.48 | 1.432 | 80 | 4.99 | 1.206 | -2.662 | *184.382 | .008 | .04 |
| Power / control | 111 | 4.06 | 1.281 | 79 | 4.77 | 1.349 | -3.678 | 188 | .000 | .08 |
| Satisfaction | 113 | 4.56 | 1.401 | 82 | 4.98 | 1.186 | -2.250 | *188.394 | .026 | .03 |
| Management styles | 111 | 4.27 | 1.334 | 79 | 4.84 | 1.245 | -2.958 | 188 | .003 | .05 |
| Funding & resource allocation | 102 | 4.16 | 1.467 | 75 | 4.67 | 1.131 | -2.509 | 175 | .013 | .04 |
| Quality | 112 | 4.72 | 1.466 | 81 | 5.12 | 1.187 | -2.093 | *188.495 | .038 | .02 |
| Shared technology | 99 | 3.98 | 1.293 | 65 | 4.68 | 1.120 | -3.557 | 162 | .000 | .08 |
| Social Bonds | 111 | 4.55 | 1.406 | 82 | 5.05 | 1.378 | -2.459 | 191 | .015 | .03 |
| Clear plan & evaluation | 107 | 4.12 | 1.406 | 78 | 4.55 | 1.420 | -2.045 | 183 | .042 | .02 |
| Leadership | 108 | 4.31 | 1.545 | 82 | 5.01 | 1.419 | -3.192 | 188 | .002 | .06 |
| Willingness to be flexible | 108 | 3.90 | 1.582 | 73 | 4.63 | 1.286 | -3.286 | 179 | .001 | .06 |
| Proximity | 111 | 5.01 | 1.217 | 76 | 5.37 | 1.198 | -1.996 | 185 | .047 | .02 |
| Overall | 117 | 4.92 | 1.409 | 84 | 5.58 | 1.194 | -3.488 | 199 | .001 | .06 |

* Equal variances not assumed due to Levene's test significance. Therefore degrees of freedom were calculated differently.

Hypothesis outcome (H5b)

The null hypothesis for this analysis was there were no differences in the rating of the performance constructs among the tenant / landlord, strategic alliance and integrated collaboration relationship types. The null hypothesis was rejected because statistically significant differences existed based on the relationship type of the respondents. The variables with significant differences indicated that the relationship type had an impact on the performance constructs. These differences will be discussed further in Chapter 8.

Conclusion of differences among respondents for performance constructs

The overall analysis of differences among groups for the rating of the performance constructs indicated that there were many differences among groups. There were significant differences for respondent type, respondent location and relationship type and some of the variables that did show differences had moderate effect size. The differences in the ratings of the performance construct ratings among groups, especially respondent type and relationship type provide insights that could guide decisions of how the different groups should work to manage their relationships. These matters are discussed further in Chapter 8.

*7.4.4.3 Relationship outcome differences among groups*

Differences in the ratings of the relationship outcome variables were analysed for the three different groups of respondent type, respondent location and relationship type. The analysis of the differences for the relationship outcome variables identified a range of differences similar to the performance constructs.

Respondent type

The analysis of the differences between the respondent types for the rating of the relationship outcome differences was conducted in the same approach as the construct analyses. The ANOVA was based on the three groups of respondents and the independent sample t-test was based on association and venue respondents. The null hypothesis for this analysis was:

H7a  - There are no differences in the rating of the relationship outcomes between sport associations and sport venues.

The significant results from the ANOVA and independent sample T-test are provided in Tables 7.37 and Table 7.38. The ANOVA analysis identified differences

Table 7.37 - Significant ANOVA results for differences between respondent types ratings of relationship outcome variables

| Relationship outcome Variables | F | Degrees of freedom | Sig. | Eta$^2$ | Tukey's HSD | | |
|---|---|---|---|---|---|---|---|
| | | | | | Source of response | Means | S. D. | Sig. |
| Problem solved | 3.608 | 2, 191 | .029 | .04 | PO Assoc & Venue | 4.68 & 5.36 | 1.565 & 1.039 | .052 |
| Increased usage | 4.304 | 2, 194 | .015 | .04 | Assoc & Venue | 4.89 & 5.49 | 1.666 & 1.212 | .035 |
| | | | | | PO Assoc & Venue | 4.67 & 5.49 | 1.922 & 1.212 | .048 |
| Sense of community ownership & pride | 4.702 | 2, 187 | .010 | .05 | Assoc & Venue | 4.85 & 5.49 | 1.639 & 1.289 | .024 |
| | | | | | PO Assoc & Venue | 4.63 & 5.49 | 1.779 & 1.289 | .038 |
| Increased revenue, funding & resources | 4.945 | 2, 182 | .008 | .05 | Assoc & Venue | 4.39 & 5.10 | 1.666 & 1.161 | .007 |
| Increased services | 5.465 | 2, 185 | .005 | .06 | Assoc & Venue | 4.49 & 5.23 | 1.591 & 1.256 | .004 |
| Increased community involvement & support | 5.143 | 2, 188 | .007 | .05 | Assoc & Venue | 4.85 & 5.46 | 1.474 & 1.218 | .019 |
| | | | | | PO Assoc & Venue | 4.64 & 5.46 | 1.660 & 1.218 | .026 |
| Develop new ideas & approaches | 5.054 | 2, 183 | .007 | .05 | Assoc & Venue | 4.49 & 5.15 | 1.524 & 1.360 | .012 |
| | | | | | PO Assoc & Venue | 4.39 & 5.15 | 1.397 & 1.360 | .050 |
| Provide experience & knowledge | 9.051 | 2, 176 | .000 | .09 | Assoc & Venue | 4.77 & 5.44 | 1.390 & 1.130 | .006 |
| | | | | | PO Assoc & Venue | 4.25 & 5.44 | 1.622 & 1.130 | .001 |
| Increase managers' capabilities | 11.933 | 2, 163 | .000 | .12 | Assoc & Venue | 4.20 & 4.82 | 1.307 & 1.167 | .000 |
| | | | | | PO Assoc & Venue | 3.96 & 4.82 | 1.942 & 1.167 | .001 |
| Develop cooperative marketing | 5.643 | 2, 165 | .004 | .06 | Assoc & Venue | 4.00 & 4.82 | 1.641 & 1.273 | .004 |
| Improve communication networks | 3.674 | 2, 192 | .027 | .04 | PO Assoc & Venue | 4.72 & 5.44 | 1.279 & 1.156 | .050 |
| Increased awareness of different communities | 7.639 | 2, 179 | .001 | .08 | Assoc & Venue | 4.56 & 5.10 | 1.508 & 1.249 | .046 |
| | | | | | PO Assoc & Venue | 3.88 & 5.10 | 1.424 & 1.249 | .001 |
| Reach more diverse people & minorities | 4.754 | 2, 175 | .010 | .05 | Assoc & Venue | 4.32 & 4.93 | 1.624 & 1.407 | .039 |
| | | | | | PO Assoc & Venue | 4.00 & 4.93 | 1.497& 1.407 | .024 |
| Assist make a bigger impact | 6.675 | 2, 179 | .002 | .07 | Assoc & Venue | 4.33 & 4.99 | 1.436 & 1.105 | .007 |
| | | | | | PO Assoc & Venue | 4.08 & 4.99 | 1.383 & 1.105 | .008 |
| PCA4 – Tangibles | 3.491 | 2, 120 | .034 | .05 | PO Assoc & Venue | -0.493 & 0.230 | 1.121 & 0.881 | .031 |

in the ratings for 15 relationship outcome variables where the differences were always between association respondents and venue respondents. The t-test analysis identified differences for 14 relationship outcome variables. Only PCA4 – Tangibles had significant differences in the ANOVA but not in the t-test analysis. The results from this analysis indicated that the venue respondents were rating the relationship outcomes higher than association respondents. The eta squared measure indicates that

281

the effect size for these variables range between small (eta squared < 0.06) and large
(eta squared > 0.14).

Table 7.38 - Significant Independent sample t-test results for differences between
association and venue ratings of relationship outcome variables

| Relationship Outcome / Achievement | Assoc. | | | Venue | | | T value | Deg free. | Sig | Eta squared |
|---|---|---|---|---|---|---|---|---|---|---|
| | N | M | SD | N | M | SD | | | | |
| Problem solved | 122 | 4.87 | 1.437 | 72 | 5.36 | 1.039 | -2.755 | *184.133 | .006 | .04 |
| Increased usage | 122 | 4.84 | 1.720 | 75 | 5.49 | 1.212 | -3.100 | *191.312 | .002 | .05 |
| Sense of community ownership & pride | 118 | 4.80 | 1.667 | 72 | 5.49 | 1.289 | -3.193 | *177.601 | .002 | .06 |
| Increased revenue, funding & resources | 114 | 4.42 | 1.579 | 71 | 5.10 | 1.161 | -3.352 | *177.934 | .001 | .06 |
| Increased services | 114 | 4.54 | 1.524 | 74 | 5.23 | 1.256 | -3.403 | *175.606 | .001 | .07 |
| Increased community involvement & support | 117 | 4.80 | 1.516 | 74 | 5.46 | 1.218 | -3.293 | *178.321 | .001 | .06 |
| Develop new ideas & approaches | 114 | 4.46 | 1.488 | 72 | 5.15 | 1.360 | -3.173 | 184 | .002 | .06 |
| Provide experience & knowledge | 106 | 4.65 | 1.454 | 73 | 5.44 | 1.130 | -4.069 | *174.360 | .000 | .10 |
| Increase managers' capability | 99 | 4.14 | 1.471 | 67 | 5.18 | 1.167 | -5.053 | *159.813 | .000 | .18 |
| Develop cooperative marketing | 103 | 4.01 | 1.642 | 65 | 4.82 | 1.273 | -3.563 | *158.956 | .000 | .08 |
| Improve communication networks | 124 | 4.91 | 1.476 | 71 | 5.44 | 1.156 | -2.754 | *174.988 | .007 | .04 |
| Increase awareness to different communities | 109 | 4.40 | 1.510 | 73 | 5.10 | 1.249 | -3.366 | *172.041 | .001 | .07 |
| Reach more diverse people & minorities | 108 | 4.24 | 1.594 | 70 | 4.93 | 1.407 | -2.943 | 176 | .004 | .05 |
| Assist making a bigger impact | 113 | 4.27 | 1.422 | 69 | 4.99 | 1.105 | -3.770 | *169.728 | .000 | .09 |

* Equal variances not assumed due to Levene's test significance. Therefore degrees of freedom were calculated differently.

The differences in the ratings of the relationship outcome variables were similar to the performance construct ratings where there were consistent differences between sport associations and sport venues. The venue respondents have a more positive view of the relationships than the association respondents. Venue respondents have rated the performance of the relationship constructs and the relationship outcomes higher than the associations. The trend in this analysis is consistent with the data in Tables 7.23 and 7.24 where the performance constructs demonstrated a much stronger correlation with the relationship outcome variables than the importance constructs.

<div style="border: 1px solid black; padding: 10px;">

Hypothesis outcome (H7a)

The null hypothesis for this analysis was there were no differences in the rating of the relationship outcomes between sport associations and sport venues. The null hypothesis was rejected because a range of statistically significant differences was identified. The nature of these differences was consistent with sport venues rating the achievement of relationship outcomes higher than sport associations.

</div>

Respondent location

The analysis of the differences between the respondent locations for the rating of the relationship outcome variables proceeded in the same manner as the previous analyses. The null hypothesis for this analysis was:

H8a – There are no differences in the rating of the relationship outcomes among the metropolitan, provincial and country town settings.

The significant results from the ANOVA are reported in Table 7.39 and Table 7.40 provides the significant results from t-test. The ANOVA indicated that there was a significant difference between metropolitan and country town respondents for one variable. The t-test analysis indicated that there was a difference for the rating of four variables. In all of these results the metropolitan respondents rated the relationship outcomes higher than either the country town respondents or the non-metropolitan respondents. The eta squared measure indicated that the effect size for these differences was small for these relationship outcome variables.

Table 7.39 Significant ANOVA differences among metropolitan, provincial and country town settings for relationship outcomes

| Relationship Outcome Variables | F | Degrees of freedom | Sig. | Eta$^2$ | Tukey's HSD | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | Source of response | Means | S. D. | Sig. |
| Increase lobbying strength | 3.683 | 2, 168 | .027 | .04 | Differences between groups are all > .05 | | | |
| | | | | | Metro & Country | 4.91 & 4.32 | 1.619 & 1.509 | .056 |

Table 7.40 Significant Independent sample t-test results for differences of relationship outcome variables between metropolitan and non-metropolitan respondents

| Relationship Outcome / Achievement | Metropolitan Melbourne | | | Non-metropolitan Victoria | | | T value | Deg free. | Sig | Eta squared |
|---|---|---|---|---|---|---|---|---|---|---|
| | N | M | SD | N | M | SD | | | | |
| Increased revenue, funding & resources | 84 | 4.92 | 1.458 | 97 | 4.46 | 1.480 | 2.089 | 179 | .038 | .02 |
| Develop new ideas & approaches | 82 | 4.99 | 1.392 | 100 | 4.50 | 1.528 | 2.230 | 180 | .027 | .03 |
| Increase lobbying strength | 79 | 4.91 | 1.619 | 92 | 4.27 | 1.520 | 2.663 | 169 | .009 | .04 |
| PCA4 – Tangibles | 55 | .208 | 1.054 | 64 | -.177 | .942 | 2.114 | 117 | .037 | .04 |

Hypothesis outcome (H8a)

The null hypothesis for this analysis was there were no differences in the rating of the relationship outcomes among metropolitan, provincial and country town location of respondents. The null hypothesis was rejected because statistically significant differences were identified for four variables but these differences had small impact. The limited differences for the respondent location were consistent with the other location analyses where few differences were identified and the impacts were small.

Relationship type

The analysis of the differences between the relationship types for the rating of the relationship outcome variables proceeded in the same manner as the previous analyses. The null hypothesis for this analysis was:

H9a – There are no differences in the rating of the relationship outcome among the tenant / landlord, strategic alliance and integrated collaboration relationship types.

The significant results from the ANOVA and independent sample T-test are reported in Tables 7.41 and Table 7.42. The ANOVA results indicated that there were significant differences for seven variables. The t-test analysis identified differences for four variables.

In the ANOVA the single variable of Increased organisational flexibility violated the homogeneity of variance test. The maximum sample ratio for this variable was > 4 so the ANOVA did not include Increased organisational flexibility in its analysis. The significant differences provided in Table 7.41 indicated that the tenant / landlord respondents rated the relationship outcomes lower than the integrated collaboration respondents. The strategic alliance respondents also rated the relationship outcomes lower than the integrated collaboration relationships for three

of the variables. The eta squared measure identified moderate level of impact for three variables. The results of this analysis indicated that relationships that were operating at an integrated collaboration level were rating the outcomes from the relationships higher than the tenant / landlord relationships and to a lesser extent the strategic alliance relationships. This was consistent with the previous analyses where the respondents who had higher ratings of the performance constructs were also rating the relationship outcomes higher. This analysis is discussed further in Chapter 8.

Table 7.41 Significant ANOVA differences among tenant / landlord, strategic alliance and integrated collaboration respondents for the relationship outcome variables

| Relationship Outcome Variables | F | Degrees of freedom | Sig. | Eta$^2$ | Tukey's HSD | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | Source of response | Means | S. D. | Sig. |
| Problem solved | 5.696 | 2, 187 | .004 | .06 | Ten / land & Int Colla | 4.86 & 5.87 | 1.357 & 1.058 | .003 |
| | | | | | Strat All & Int Collab | 5.05 & 5.87 | 1.276 & 1.058 | .031 |
| Sense of community ownership & pride | 3.621 | 2, 183 | .029 | .04 | Ten / land & Int Colla | 4.85 & 5.79 | 1.634 & 1.444 | .022 |
| Cost & other savings | 4.658 | 2, 170 | .011 | .05 | Ten / land & Int Colla | 4.22 & 5.32 | 1.639 & 1.323 | .009 |
| Reduced duplication & increased complementary services | 4.441 | 2, 147 | .013 | .06 | Ten / land & Int Colla | 4.13 & 5.17 | 1.432 & 1.383 | .015 |
| Enhanced legitimacy or credibility | 5.329 | 2, 168 | .006 | .06 | Ten / land & Int Colla | 4.52 & 5.58 | 1.314 & 1.216 | .005 |
| | | | | | Strat All & Int Collab | 4.50 & 5.58 | 1.435 & 1.216 | .009 |
| Develop new ideas & approaches | 4.867 | 2, 179 | .009 | .05 | Ten / land & Int Colla | 4.56 & 5.58 | 1.538 & 1.060 | .006 |
| | | | | | Strat All & Int Collab | 4.70 & 5.58 | 1.436 & 1.060 | .039 |
| Share power of leaders & influentials | 3.653 | 2, 154 | .028 | .04 | Ten / land & Int Colla | 4.06 & 5.06 | 1.507 & 1.110 | .022 |

Table 7.42 Significant Independent sample t-test results for differences of performance constructs between tenant / landlord and alliance / collaboration respondents

| Relationship outcome / achievement | Tenant / landlord relationship | | | Alliance or collaboration relationship | | | T value | Deg free. | Sig | Eta squared |
|---|---|---|---|---|---|---|---|---|---|---|
| | N | M | SD | N | M | SD | | | | |
| Problem solved | 109 | 4.86 | 1.357 | 81 | 5.28 | 1.267 | -2.178 | 188 | .031 | .03 |
| Cost & other savings | 99 | 4.22 | 1.639 | 74 | 4.80 | 1.462 | -2.391 | 171 | .018 | .03 |
| Reduce duplication & increased complementary resources | 89 | 4.13 | 1.432 | 61 | 4.74 | 1.413 | -2.547 | 148 | .012 | .05 |
| Better use of limited resources | 107 | 4.68 | 1.470 | 76 | 5.12 | 1.356 | -2.042 | 181 | .043 | .02 |

The t-test analysis between the tenant / landlord and alliance / collaboration respondents reinforced the differences identified in the ANOVA. Three of the

variables with significant differences in the t-test analysis (Table 7.42) also had differences in the ANOVA analysis (Table 7.41). The tenant / landlord respondents rated four variables lower than the alliance / collaboration respondents. The eta squared measure for these differences was less than 0.06 indicating a small effect size.

<div style="border:1px solid black; padding:10px;">

Hypothesis outcome (H9a)

The null hypothesis for this analysis was there were no differences in the rating of the relationship outcomes among tenant / landlord, strategic alliance and integrated collaboration relationship types of respondents. The null hypothesis for this analysis was rejected because statistically significant differences between the relationship types were identified. These differences indicated that the integrated collaboration and to a lesser extent the strategic alliance relationships were rating the relationship outcome variables higher than the tenant / landlord relationships. A relationship type that was based on working with its partners, commit resources for a strategic purpose and work closely together was more likely to rate relationship outcomes higher than a relationship that was only based on hire arrangements and written agreements.

</div>

Conclusion of differences for relationship outcomes

The overall analysis of differences among groups for the rating of the relationship outcome variables was similar to the performance constructs. There were significant differences for respondent type, respondent location and relationship type and some of these variables that did show differences had moderate and large effect size. The differences in the ratings of the relationship outcome variable ratings among groups, especially respondent type and relationship type provided insights that could guide decisions as to how the different groups should work to manage their relationships. The similarity of analyses based on the differences between groups for the rating of the performance constructs and relationship outcome variables, and the correlations between the performance constructs and the relationship outcomes suggests there are issues that impact on the management of the relationships that should be considered. These matters are discussed further in Chapter 8.

## 7.5 Summary of quantitative results

This section provides a summary of the key results that were identified in the previous three sections. The full analysis and contribution to the overall understanding

of the research will be provided in Chapter 8 where the relevant literature and the qualitative study results will also be integrated into the discussion.

### 7.5.1 Descriptive summary

The descriptive statistical analysis (refer to Section 7.2) provided information regarding the 206 responses that represented a 13.2% response rate. A breakdown of the respondent types based on venue or association identified that 63.6% of respondents were from sport associations and 36.4% of respondents were from sport venues. Fundamental statistics regarding the ratings and rankings of the relationship constructs and the relationship outcome variables were provided, but more detail regarding these findings was presented in other sections.

The descriptive analysis identified six relationship constructs that were deemed to be not applicable by over five percent of the respondents. Of these six constructs, only leadership was subsequently identified as being important via the IPA. There were also nine relationship outcome variables that were deemed to be not applicable by over ten percent of the respondents. Several of these variables featured in subsequent analysis. For example, increased lobbying strength contributed to the PCA4 – Tangibles, and other variables were identified as having significant differences between some of the different groups in the ANOVA and t-test analyses.

The descriptive data were subjected to a range of tests to deem their suitability for further analysis. Ultimately, the data withstood an analysis of normality and were deemed to be adequate for subsequent analysis.

### 7.5.2 IPA summary

The data were subjected to an IPA based on the quadrant model, the diagonal model and an importance ranking analysis. This triangulated approach identified eight constructs that warranted attention in the management of the relationships. Commitment, communication, cooperation, facility, leadership, quality, shared goals / values and trust were consistently identified as constructs that warranted attention in the management of relationship between sport associations and sport venues. These eight constructs also featured prominently in the subsequent inferential analyses.

### 7.5.3 Inferential statistics summary

A range of statistical tests was conducted to explore the 15 hypotheses that were originally presented in Chapter 4. In all instances the null hypotheses were

rejected because relevant statistical significance was found for all the analyses. This summary presents a brief overview of the findings for each analysis as presented in Section 7.4.

*7.5.3.1 Parsimonious list of importance and performance constructs, and relationship outcome variables*

Principal components analysis was conducted with the ratings of the importance constructs, performance constructs and the relationship outcome variables to ascertain whether a more parsimonious listing of variables could be determined. Four new components were identified through the PCA.

Two factors were extracted from the analysis of the importance constructs. PCA1 – Values incorporated five importance constructs that reflected some of the core values in the relationship. This factor explained 30.9% of the variance and had a Cronbach alpha score of 0.787. PCA2 –Flexibility incorporated four importance constructs that reflected the need to be flexible and negotiate aspects of their interactions. This factor explained 8.1% of the variance and had a Cronbach alpha score of 0.732.

One factor was extracted from the analysis of the performance constructs. PCA3 – MaxiPerf incorporated 20 performance constructs that all had strong loadings onto the factor. This factor explained 60.1% of the variance and had a Cronbach alpha score of 0.968.

One factor was extracted from the analysis of the relationship outcome variables. PCA4 – Tangibles incorporated nine relationship outcome variables that reflected tangible outcomes that could be attributed to the relationship. This factor explained 35.8% of the variance and had a Cronbach alpha score of 0.900.

*7.5.3.2 Relationships between variables*

Spearman's rho correlation coefficient was used to compare the rank of the importance constructs based on their rating (Table 7.13) and their ranking (Table 7.7). This analysis produced a coefficient of 0.722 indicating that there was a strong correlation between the rating and ranking of the importance constructs. The high correlation reinforced the value of using the rating and ranking data in the IPA.

The analysis of the correlations among the relationship constructs and the relationship outcome variables was strongest for the ratings of the performance constructs and the relationship outcome variables. The correlations between the IPA 8

performance and the relationship outcome variables were mostly significant at the .05 or .01 levels. The significant correlations ranged from 0.204 between shared goals / values and share power of leaders and other influentials to 0.569 between quality and problem solved. All of the IPA 8 performance constructs, except facility, had correlations coefficients in the 0.4 range with PCA4 – Tangibles.

### 7.5.3.3 Differences within the respondent group

All the relationship constructs and the overall ratings identified significant differences in the ratings of the importance and performance of the constructs. The effect size for these differences was high for most of the constructs indicating that there was potential for the performance of the constructs to improve because none of them were meeting the expectations (importance rating) of the respondents.

### 7.5.3.4 Differences between groups of respondents

ANOVA and independent sample t-tests were conducted to explore the differences in the ratings of the relationship constructs and the relationship outcome variables between respondent types (Table 7.1), location of respondents (Table 7.2) and relationship level (Table 7.3). Although there were significant differences among all the respondent groups, most of the differences tended to be with the performance constructs and the relationship outcome variables.

The overall analysis of the differences among respondent groups suggested that the main differences related to respondent types, i.e., associations and venues; and relationship level, i.e., tenant / landlord, strategic alliance and integrated collaboration. These differences provided valuable insights to guide relationship developments between sport associations and sport venues. The few differences in the ratings of the importance constructs suggested there was a general appreciation of the importance of the various factors that influenced relationships but it was in the performance of these factors where the differences lay.

The consistency in the rating of the importance constructs was not reflected in the rating of the performance constructs or the relationship outcome variables. Sport venues rated the performance of 17 relationship constructs higher than sport associations and sport venues also had higher ratings of 15 relationship outcomes. The implications of the differences between sport venues and associations in these ratings were not clear. There was some logic that, if there was a higher rating of the performance of key constructs, then there would also be an expectation that there

would be more positive relationship outcomes. What was not clear was why do sport venues rate the performance of the constructs higher. Did sport associations put less effort into the relationships because of the nature of their role in the organisation? For example, were they more likely to be volunteers and venues were more likely to have professional staff? Or, did sport venues see their relationship with sport associations performing well and achieving their key outcomes because they were using the venues whereas the sports would like to work more closely with the venues to achieve their outcomes of developing their sports? The other comments from some of the respondents tended to provide some additional insights to this. These comments are provided in the next section.

There were also higher ratings of the relationship outcomes for the respondents who are in a strategic alliance or integrated collaboration relationship. This was logical because respondents in these types of relationships had probably made a more conscious contribution to the relationship so they could develop their sport and venue usage and the other aspects what they wanted the relationship to achieve. It may be necessary for sport venues and associations that want to develop their relationships and generate a wider range of outcomes to move beyond the tenant / landlord relationship to the levels of strategic alliance or integrated collaboration. This shift would take a more conscious effort by both the venues and associations to work together. A focus on communication, trust, facility, leadership, cooperation, shared goals / values, commitment and quality as explained in Section 7.3.4 provided a good starting point for the development of these relationship.

*7.5.3.5 Summary of hypotheses outcomes*

Fifteen null hypotheses were tested with a range of statistical tests. All 15 null hypotheses were rejected. Table 7.43 provides a summary of the outcomes from the tests of the null hypotheses.

Table 7.43 Null hypotheses outcomes

| Hypothesis | Outcome |
| --- | --- |
| H1a – There is no difference in the importance and performance rating of the relationship constructs. | Rejected |
| H1b – There is no relationship between the rating and ranking of the importance constructs. | Rejected |
| H1c – The importance constructs cannot be reduced to a more parsimonious list of importance factors. | Rejected |
| H2a – The performance constructs cannot be reduced to a more parsimonious list of performance factors. | Rejected |
| H3a – There are no differences in the rating of the importance constructs between sport venues and sport associations. | Rejected |
| H3b – There are no differences in the rating of the performance constructs between sport venues and sport associations. | Rejected |
| H4a – There are no differences in the rating of the importance constructs among the metropolitan, provincial and country town settings. | Rejected |
| H4b – There are no differences in the rating of the performance constructs among the metropolitan, provincial and country town settings. | Rejected |
| H5a – There are no differences in the rating of the importance constructs among the tenant / landlord, strategic alliance and integrated collaboration relationship types. | Rejected |
| H5b – There are no differences in the rating of the performance constructs among the tenant / landlord, strategic alliance and integrated collaboration relationship types. | Rejected |
| H6a – There is no relationship between the rating of the relationship constructs and the relationship outcomes. | Rejected |
| H6b – The relationship outcome variables cannot be reduced to a more parsimonious list of relationship outcomes. | Rejected |
| H7a – There are no differences in the rating of the relationship outcomes between sport venues and sport associations. | Rejected |
| H8a – There are no differences in the rating of the relationship outcomes among metropolitan, provincial and country town location of respondents. | Rejected |
| H9a – There are no differences in the rating of the relationship outcomes among tenant / landlord, strategic alliance and integrated collaboration relationship types of respondents. | Rejected |

## 7.6 Other comments

The questionnaire also provided the respondents the opportunity to make other comments regarding their relationships. Fifty-six respondents representing 27.2% of the sample provided additional information. Respondents from associations were 78.6% of the group who made other comments and only 21.4% were from sport venues. These comments were then analysed to determine the nature of the statements about the relationship. Twenty-one of the comments were neutral statements about the relationship or the questionnaire, 15 comments were positive statements about the relationship and 20 comments were negative statements about the relationship.

The comments were recorded verbatim and analysed. The data analysis proceeded through the process of data reduction, data display and conclusions. The features that are provided here relate to the specific issues regarding the management of relationships between sport venues and sport associations.

## *7.6.1 Positive comments*

The positive comments about the relationships between sport venues and sport associations related to three themes. Details regarding the positive themes and the comments and quotes are provided in Table 7.44. The three themes that were identified from the comments related to an effort to be made for the relationships, the benefits that were achievable from the relationships and the process that was used to manage the relationships.

Table 7.44 Other comments that provide positive statements about the relationships

| Theme | Comments and quotes |
|---|---|
| Effort | Partners that made an effort to make the relationship succeed contributed to the positive relationships.<br><br>"The club that makes an effort to understand the broader management vision and objectives of the facility and looks for ways that it can assist in their achievement is a much stronger partner than the club that is insular and only serves its own specific goals with little or no regard for other facility users." (Venue, Metropolitan Melbourne, Tenant / landlord relationship) |
| Benefit | A positive relationship comes from partners in the relationship who recognised the benefit.<br><br>"It is of mutual benefit to us and the venue to be content. We benefit in that they refer swimmers to our swimming club. They benefit from the income & patronage that our swimmers bring." (Association, Country town, Strategic Alliance)<br><br>"COM [venue Committee of Management] & Swim club committee are all volunteers. It is in everyone's best interest to work together. As our town has a pop'n of 1700 the whole community works towards the goals of all sporting bodies & their management bodies. It works very well."(Association, Country town, Integrated collaboration relationship) |
| Process | The process that was used to manage the relationship had the capacity to contribute positive relationships.<br><br>"through negotiation & cooperation we have been able to resolve these issues & today have a very healthy relationship" (Association, Metropolitan Melbourne, Tenant / landlord relationship)<br><br>"They listen to any suggestions" (Association, Country town, Tenant / landlord relationship)<br><br>"They were willing to help in any way possible." (Association, Country town, Integrated collaboration)<br><br>"What we gain from sports centres usually depends on how well we communicate our needs to them and resolve conflicting aims." (Association, Metropolitan Melbourne, Strategic alliance) |

The effort, benefit and process themes were interrelated regarding the elements that contributed to positive relationships. Statements about the relationships indicated that the partners made conscious efforts to make the relationship succeed. Part of the effort also related to recognition of the benefit that could be gained by

working together. Lastly, it was the process that was used such as good listening, negotiation, cooperation, communication and willingness to help that were mentioned by a number of respondents.

### 7.6.2 Negative comments

The negative comments about the relationships provided a very different perspective. Table 7.45 provides the themes, comments and quotes that relate to negative relationships.

Table 7.45 Other comments that provide negative statements about the relationships

| Theme | Comments and quotes |
|---|---|
| Attitude | There was an attitude from one of the partners that there was no need for the relationship to develop or for there to be any cooperation.<br><br>"The club with the worst relationship will not accept an alternative approach & lack leadership initiative & the ability to communicate with the local centre for bringing out the best of both organisations. The 'worst' club will not accept our ideas, methods & offers of assistance, they cannot even understand we would like to assist to make the whole approach collaborative." (Venue, Country town, Tenant / landlord relationship)<br><br>"It is hard to get a centre to realise that supporting a club will help bring and keep clients in their facility." (Association, Metropolitan Melbourne, Tenant / landlord relationship) |
| Interest | There needed to be an interest in developing a relationship.<br><br>"We have tried for many years to convince the sport centre management that it would be mutually beneficial to work together closely. They seem to mostly be interested in a tenant / landlord agreement." (Association, Metropolitan Melbourne, Tenant / landlord relationship)<br><br>"We have tried for many years to convince the sport centre management that it would be mutually beneficial to work together closely. They seem to mostly be interested in a tenant / landlord agreement." (Association, Metropolitan Melbourne, Tenant / landlord relationship)<br><br>"Management & staff take little interest in the success or otherwise of the users and have rarely initiated or responded to initiatives that would have mutual benefit." (Association, Provincial town, Tenant / landlord relationship)<br><br>"Very difficult to have any negotiations with a local government body that is more concerned with budget & community than sporting body requirements. …" (Association, Provincial town, Tenant landlord |

Table 7.45 continued

| Theme | Comments and quotes |
|---|---|
| Competing demands / priority | Either the sport venue or the sport association have different expectations and demands as well as competing demands amongst sport associations.<br><br>"The Club has to really battle for recognition as a pool tenant. The mind set of the centre management is for recreational swimming and gym participation as priorities. Club swimming is very, very secondary." (Association, Metropolitan Melbourne, Tenant / landlord relationship)<br><br>"There are a range of challenges for the relationships between the clubs & facility management when the range of competing demands of broad community recreation impact on the competitive focus of the clubs." (Venue, Metropolitan Melbourne, Tenant / landlord relationship)<br><br>"User groups often end in arguments & manager not budging from what 'he' wants. Very destructive relationship which is affecting user groups growth." (Association, Country town, Strategic alliance) |
| Costs | Costs for associations to hire the sport venues have a negative impact on the relationships.<br><br>"The cost to hire courts does not favour struggling non-profit sporting organisations and no preference is given to these clubs over private (profitmaking) tenants." (Association, Metropolitan Melbourne, Tenant / landlord)<br><br>"I always feel that financial pressures interfere with the development of an ideal relationship. Programs and usage are limited by the management inflexibility over hire fees, even though the relationship overall is quite good." (Association, Provincial town, Strategic alliance) |

Two of the themes used to describe the negative statements from the questionnaire respondents related to the attitude of the partner regarding their willingness to participate in any developments or the lack of interest in the development of a relationship. The other themes related to competing demands between the sport association and sport venue or between sport associations wanting to use the same venue. The final theme related to the financial arrangements that hindered sport associations and sport venues from developing relationships.

### 7.6.3 Conclusion of other comments

The themes from the questionnaires' other comments complemented some of the data from the qualitative study. Respondents provided statements that identified features of both positive and negative relationships. These comments assisted in the understanding of the relationships between sport venues and sport associations. These statements will be considered in Chapter 8 where the literature, qualitative study and results from the questionnaire are combined to address the research objectives.

CHAPTER 8

DISCUSSION

| 1. Introduction |
| 2. Sport associations and sport venues in Australia |
| 3. Relationship development and relationship constructs |
| 4. Framework for understanding the relationships between sport associations and sport venues |
| 5. Research methods |
| 6. Qualitative study results |
| 7. Quantitative study results |
| 8. Discussion |
| 9. Conclusion |

| 8.1 Introduction |
| 8.2 Range of important constructs |
| 8.3 Performance constructs |
| 8.4 Differences between associations and venues |
| 8.5 Location of respondents |
| 8.6 Differences between relationship types |
| 8.7 Connection between relationship constructs and outcomes |
| 8.8 Relationship outcome differences between sport venues and associations |
| 8.9 Relationship outcome differences based on respondent locations |
| 8.10 Relationship outcome differences based on relationship type |
| 8.11 Summary of key findings |
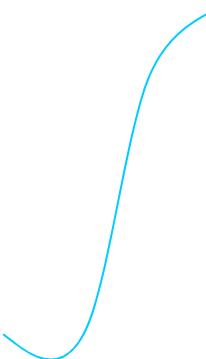
8.1 Introduction

The results of the two main studies for this research were provided in chapters six and seven. Chapter six provided data regarding the relevance of the constructs identified in the literature, discussed additional factors from open-ended questions and concluded with a list of 23 relationship constructs that were likely to influence relationships. The quantitative survey used the outcomes from Chapter six to inform the key items of the questionnaire regarding the relationship construct questions. The results from the quantitative study were provided in chapter seven with a focus on descriptive data, the IPA and a range of hypotheses that were tested via inferential statistics.

*8.1.1 Overview of chapter*

This chapter provides a synthesis of the two studies as well as incorporating the relevant literature to explain the key findings. The focus for this discussion is based on the research objectives that were presented in Chapter 4. Table 8.1 provides the list of these objectives. Each objective is discussed in this chapter by drawing on the relevant information from the previous seven chapters. The chapter finishes by presenting the key findings that were used to guide Chapter nine's final conclusions.

Table 8.1 List of research objectives

| Objective 1 | To identify the range of constructs that are important in the operation of the relationships between sport venues and sport associations. |
|---|---|
| Objective 2 | To measure the performance of the constructs in the operation of the relationships between sport venues and sport associations. |
| Objective 3 | To determine the differences of the rating of the importance and performance of the relationship constructs between sport venues and sport associations. |
| Objective 4 | To determine the differences of the rating of the importance and performance of the relationship constructs based on the location of the respondents. |
| Objective 5 | To determine the differences of the rating of the importance and performance of the relationship constructs among the relationship types. |
| Objective 6 | To determine the connection between the relationship constructs and the relationship outcomes. |
| Objective 7 | To determine the differences of the rating of the outcomes generated from the relationship based on sport venue and sport associations respondents. |
| Objective 8 | To determine the differences of the rating of the outcomes generated from the relationship based on the location of the respondents. |
| Objective 9 | To determine the differences of the rating of the outcomes generated from the relationship based on the types of relationship. |

8.2 Range of important constructs

The first objective was to identify the range of constructs that was important in the operation of the relationships between sport venues and sport associations. Figure 8.1 illustrates the issues being explored in this objective.

Figure 8.1 Issues being explored in objective one
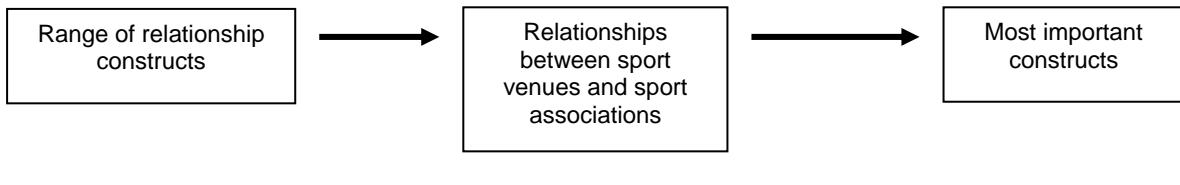


The analysis leading to the identification of the most important constructs adopted the triangulated approach that has been used throughout the research. The construct analysis has gone through the three stages of: i) a comprehensive review of the literature, ii) an analysis based on semi-structured interviews to determine the application of the constructs derived from the literature, and iii) a quantitative analysis based on a questionnaire distributed to sport venues and sport associations in Victoria. This section draws on these three stages of analysis to identify the key constructs.

The current study has reinforced the complexity of the relationships between sport organisations. Stewart, et al. (2004) and Lyons (2001) mentioned the complexity of the sport industry because of the range of agencies that were involved. Not only does the range of agencies involved in the relationships contribute to the complexity but the number of constructs that influence the relationships are also complex because

of the number identified in the qualitative study and the high importance rating for all of the constructs.

The combination of the qualitative analysis outcomes, particularly Table 6.4, the importance ranking of the mean scores, and the identification of the IPA 8 provides a framework for identifying the most important relationship constructs. This synthesis of the data confirms the eight constructs of Communication, Trust, Facility, Leadership, Shared goals / values, Cooperation, Commitment and Quality as being the most important constructs in the management of relationships between sport venues and sport associations. The relative importance of these key constructs was further supported by the strong correlation of the construct importance rating and the construct importance ranking

The correlation analysis of the performance of these eight constructs identified the medium to strong correlations with the relationship outcome variables and PCA4 - Tangibles. There was a consistency in the analysis that supported the inclusion of these eight constructs as being the most important in the management of relationships between sport venues and sport associations.

The framework for understanding the relationship development process with the constructs has been used to guide this discussion of the most important constructs (refer to Figure 3.11). Figure 8.2 illustrates these key constructs and their location in the relationship development process. In this instance only those relationship stages that have important constructs have been included in order to illustrate the focus for the relationship development.

*8.2.1 Key constructs*

Although it was not the intention of this research to explore the process by which the relationships between sport venues and sport associations proceeded, the relationship development process did provide a useful framework to understand the key constructs. The eight key constructs related to four fundamental steps in the relationship development process. An understanding of how the constructs impact on relationship development can guide sport venues and sport associations in the management of their relationships.

Figure 8.2 Most important constructs in the relationship development process
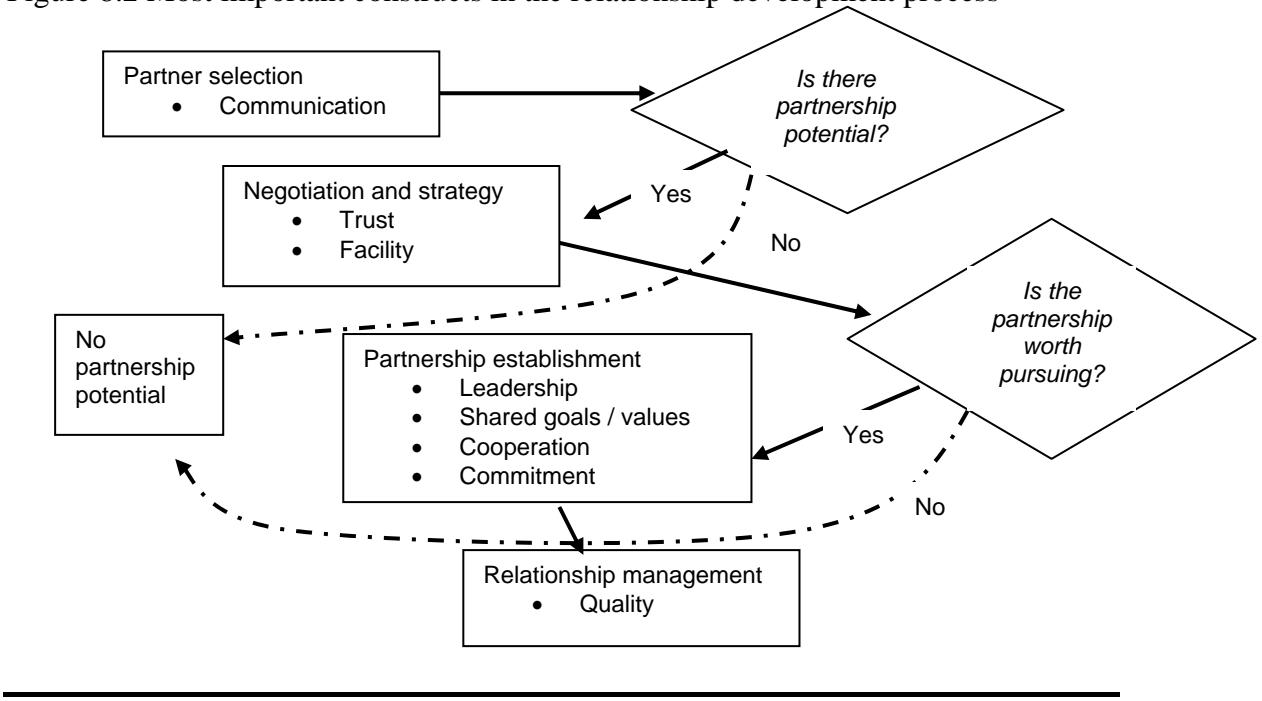


### 8.2.1.1 Partner selection construct

Partner selection was the stage in the relationship development process that called on potential partners to add value to a relationship and having the capacity to contribute resources. The key construct that related to this development stage was communication.

Communication was defined as a willingness to provide information and negotiate in a variety of ways and settings such as formal and informal discussions, phone calls, meetings, etc., to work towards relationship outcomes. This analysis of communication was consistent with Morgan and Hunt (1994) who identified that communication was a precursor to commitment and trust. In particular, communication needed to be effective in the early stages of the relationship. An absence of good communication was likely to lead to the decision that there was no relationship potential. Good communication would assist sport venues and sport associations to recognise the opportunity to work with each other to establish some collaboration.

### 8.2.1.2 Negotiation and strategy constructs

The negotiation and strategy stage of the relationship development process required the partners to address their common needs and develop a shared approach for how opportunities could be addressed in a collaborative manner. Trust and Facility

were the two constructs that were identified as being important at this stage of the development.

Trust was defined as the belief that the partner in the relationship would act in a way to support the relationship's positive outcomes. The literature provided substantial discussion of trust in terms of working together honestly and towards mutual outcomes with the belief that your partner was also operating in that manner (Andereck, 1997; Bhattacharya, et al. 1998; Fisher, et al. 2004; Fontenot & Wilson 1997; Hudson & Hardy, 2002; Selin & Chavez, 1994; Selin & Myers, 1995; Shaw & Allen, 2006; Tushnet, 1993; Uhlik, 1995; Walker, 2000; Wetzels, et al. 1998; Wilson, 1995). Sport venues and associations need to work in a spirit of trust that use open communication to support their mutual outcomes.

Facility was a construct that was not identified as a variable in the literature. This was probably because previous studies of relationships involving sport venues and sport associations have not been found. The discussion of other factors in the relationship (refer to Section 6.3) identified aspects related to the facility as being important to the success of the relationships. The analysis at that stage determined these aspects of the facility related to shared technology. The definition was also adjusted after this point to incorporate these concepts (refer to Table 6.5). The Pilot study respondents indicated that Facility was more than part of shared technology and that in the context of sport associations and sport venues, the nature of the facility would have an important impact on the nature of the relationships. Ultimately, facility was defined as the level that one partner values the facility and the equipment that is provided by another partner in the relationship.

The nature of the facility was a fundamental factor in determining if a sport association would enter into a relationship with a sport venue. If the facility was not able to provide the necessary environment and the equipment required for the training and competition was not available, then it was likely that the relationship would not proceed to the relationship establishment phase. Of all the constructs that impacted on the relationships, facility may be one of them that was unique for the sport venue and sport association relationship. Facility was not mentioned in any of the literature and it was only as the study focused more on sport venue and sport association relationships that it became evident that it had an influence in the relationships. It was possible that facility and equipment would be part of the resources but there are little data from the interviews or the pilot study discussions that support that view. The level of the value that a partner attaches to the facility and the equipment provided by

another in the relationship would impact on the relationship's capacity to become established.

### 8.2.1.3 Relationship establishment constructs

The relationship became established when the resources committed to the relationship were allocated. The constructs that were identified as being important at this stage were Leadership, Shared goals / values, Cooperation and Commitment.

Leadership was a construct that was mentioned most frequently in the health and community service literature (Andereck, 1997; Birch, 1999; Hudson & Hardy, 2002; Lasker, et al. 2001; Selin & Chavez, 1994; Selin & Meyers, 1995; Waddock & Bannister, 1991). Leadership was identified by Cousens, et al. (2001) as being crucial for the NBA's shift to a relationship marketing mode of operation. The importance of leadership was reinforced by Mulroy (2004) where university leadership practiced the values and behaviours that supported the community partnerships.

Leadership was deemed to be important in the relationship establishment stage because it would be necessary to motivate the partners to finally make a commitment of resources. The relationship between the sport venues and sport associations would need leadership in order to make the relationship more than simple exchanges. The importance of leadership is discussed further in later sections of the chapter.

The partners needed to have shared goals / values for the relationships to become established. Shared goals / values was one of the most important constructs for the relationships between sport venues and sport associations because the partners needed to share a common goal and have complementary behaviours and policies that related to the values they hold. As indicated in Chapter 2, sport has the capacity to contribute to the development of social capital (Arai & Pedlar, 2003; Dyerson, 2001; Hemingway, 1999; Jarvie, 2003). In particular, it is important for sport venues and associations to share common goals and values for the development of community building if that was expected as part of the relationship. Similarly, if the relationship was only focused on internal efficiencies, then it would be important for the relationship to share these goals and vision for their operations. Sport venues and sport associations that do not have shared goals and values would be unlikely to move to the relationship establishment stage in the relationship development process. Some of the 'other comments' in the questionnaire suggested it was the attitude of the partners that was part of the negative relationship. This may be a function of shared goals / values.

The relevance of cooperation was confirmed in two references in the relationship marketing literature (Fontenot & Wilson, 1997; Wilson, 1995) and four references in the health and community service literature (Andereck, 1997; Powell & Glendinning, 2002; Selin & Chavez, 1994; Uhlik, 1995). Because the very nature of cooperation encompassed some of the underlying principles of relationship and collaboration, it would have been expected to see it featuring more prominently in the previous studies. This study indicated that cooperation was important for the relationship to be established.

Andereck (1997), and Selin and Chavez (1994) indicated that cooperation was necessary at the intrapersonal level and others indicated that the cooperation needed to exist at an organisational level (Fontenot & Wilson, 1997; Selin & Chavez 1994; Wilson, 1995). This suggested that there needed to be cooperation between the individuals involved in the relationship establishment as well as cooperating at the organisational level. The nature of the cooperation was reflected in the impact of the other constructs such as communication, trust, and leadership where the manner in which the partners cooperate with each other was reflected in the way they communicate, build trust, and lead in the relationship. Cooperation between sport venues and sport associations was required so members of the relationship were able to move towards the mutually beneficial outcomes.

Morgan and Hunt (1994) identified commitment (along with trust) as one of the mediating variables for the successful establishment of relationships. Within the literature, commitment was identified as being important in a number of references in relationship marketing, education partnerships and health and community service partnerships. Commitment related to both partners providing resources, effort and time from various levels of their organisations to support the relationship. It was the enactment of commitment that led to the relationship becoming established at more than a transaction level.

Commitment featured as an important construct in all aspects of the research. Sport associations and sport venues needed to make the provision of resources, effort and time part of their relationship in order for the relationship to be established. An absence of commitment from either party in the relationship would probably lead to the relationship not becoming established.

*8.2.1.4 Relationship management construct*

Management of the relationship was an important step in the development of the relationship. The strategies and commitments that were made by the partners needed to be acted upon and delivered to address the needs the relationship was established to address. The key construct that was identified as part of this development stage was Quality.

The literature identified quality operating at a technical and functional level (Evans & Laskin, 1994; Hudson & Hardy, 2002; Wetzels, et al. 1998). During the process of the research the distinction between functional and technical quality was deemed to be unnecessary so the final definition of quality focused on outcomes of the service, i.e., what the customer was actually receiving from the service, and the process by which the service was delivered, meets or exceeds expectations.

Once the relationship was established it would be important for sport associations and sport venues to focus on the quality of the processes they use to deliver their service as well as make sure the outcomes of the service were of a high standard. In particular, the sport venues needed to recognise that although their relationships were with the sport associations, it was the sport association's members and participants that needed to receive the service that was required. Gummesson (1999) referred to this as a focus on the customer's customer relationship. In this study the customer of the sport venue would be the sport association but it is the members of the sport association and the participants of the programs that would be the customer's customer. The sports venues needed to maintain a focus on the sport association's members and participants as well as the processes by which they deliver the service collaboratively. Similarly, but less frequently, there may be some circumstances where the sport association provided programs and services for the venue, for example, open days and specific programs, where the sport association would be delivering services to the sport venue's customers.

*8.2.1.5 Summary of key constructs*

The eight constructs of communication, trust, facility, leadership, shared goals / values, cooperation, commitment and quality provide a focus for the management of relationships between sport venues and sport associations. Sport associations and sport venues that work to strategically manage their relationships should put effort into managing these eight constructs to develop the relationship and generate positive outcomes from the relationships.

*8.2.2. Importance and performance rating differences*

One of the issues in the quantitative study was to explore if there were differences between the ratings of the construct importance and performance ratings. The null hypothesis explored whether there was a difference in the rating of the importance and performance for each of the 24 constructs. The paired sample t-test indicated that the null hypothesis could be rejected because all the 24 constructs showed a statistically significant difference in the ratings. This indicated that there was scope to improve the performance for all the constructs. The level of the differences between the construct importance and performance ratings indicated there was a need for the sport associations and sport venues to focus their efforts to better meet the expectations (importance rating) for each of these constructs.

The differences between the importance and performance ratings of the constructs reinforced the findings from the qualitative study that identified the little effort that was put into managing the relationships. Improvements in the management of the relationships should be relatively easy to achieve if little effort has been traditionally allocated to the relationship management.

*8.2.3 Values and Flexibility Factors*

Fontenot and Wilson (1997) identified the need to develop relationship models based on a more parsimonious range of constructs. The current research has contributed to this via the PCA. The outcomes of the PCA may not address the more commercial aspects that Fontenot and Wilson were exploring, but the analysis does make a contribution to understanding the relationships for sport venues and sport associations. The PCA of the importance construct ratings identified two components called values and flexibility that had some merit for understanding the importance of the constructs.

The values component was based on benefits / outcomes, shared goals / values, commitment, interdependence / dependence and cooperation. This component accounted for 30.9% of the variance in the responses regarding the rating of construct importance. The values component was deemed to capture a number of the key values that underpinned the relationships. It is worth noting that three of the constructs that contributed to this factor were included in the list of eight key constructs for the relationships between sport associations and sport venues. Subsequent analysis of the

component in other statistical tests did not identify it as a critical variable in the correlation analyses or for understanding any differences among respondent groups.

The flexibility component was based on the four constructs of willingness to be flexible, shared technology, adaptation, and power / control. As mentioned previously, the inclusion of shared technology in this component could not be explained but it was given less notice because it was deemed to be inapplicable by 18% of the respondents. The flexibility component based on these variables had a role to play in the relationships. This tended to address an element of functional conflict that was highlighted by Fontenot and Wilson (1997) as one of the key constructs. The impact of flexibility, defined as the capacity to alter processes and policies, and willingness to share in decisions and outcomes of the relationship, captured the intent of Fontenot and Wilson's (1995) discussion of functional conflict where arrangements between organisations needed to be resolved. The further analysis of this component identified it as a feature only in the analysis of differences between relationship types with the more collaborative respondents rating this component higher than did the tenant / landlord respondents.

Overall, the impact of these two components was minimal and did not contribute much to the final understanding of the relationships. Further research to better understand the impact of the relationship constructs and to create a more parsimonious set of constructs may be better addressed by focusing on an analysis of particular dyads rather than the approach used in this study.

### *8.2.4 Objective one summary*

Table 8.2 provides a summary of the matters that relate to objective one. The key findings related to all constructs being important in the management of the relationships, eight key constructs that were most important in the relationship were identified, and the potential for the relationship performance to be improved.

Table 8.2 Summary of objective one outcomes

| Objective | Hypotheses | Key findings |
|---|---|---|
| 1. To identify the range of constructs that is important in the operation of the relationships between sport venues and sport associations. | Three hypotheses were tested with the null hypothesis rejected for each analysis:<br>• There were differences between the rating of the importance and performance of each relationship construct. The importance was rated higher than the performance for each construct.<br>• The correlation between the rating and ranking of the construct importance was identified with a high correlation between the rating and ranking measures of construct importance.<br>• The PCA of the construct importance ratings identified two factors of Values and Flexibility that accounted for 39.1% of the variance in the importance ratings. | The combination of the literature, qualitative study and quantitative study determined that all the constructs were important in the management of relationships between sport associations and sport venues.<br><br>There was a high correlation between the rating and ranking of the relationship construct importance.<br><br>The lower rating of the construct performance compared to the importance demonstrated there was capacity to improve the relationship performances.<br><br>Eight key constructs were identified. They were communication, trust, facility, leadership, shared goals / values, cooperation, commitment and quality. |

## 8.3 Performance constructs

The second objective was to measure the performance of the constructs in the operation of the relationships between sport venues and sport associations. Figure 8.3 illustrates the issues this objective is addressing. This section provides insights to the nature of the relationship management, best performing constructs and the generation of the factor MaxiPerf from the PCA.

Figure 8.3 Issues being explored in objective two
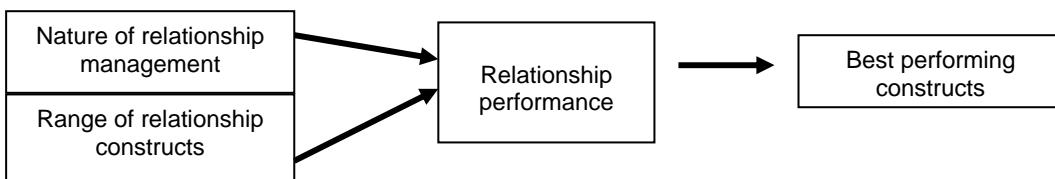


### 8.3.1 Nature of relationship management

The qualitative study explored amongst other things the nature of the relationships via semi-structured interviews. In the course of the discussions some respondents identified that not much effort was put into the management of the relationships. There was recognition that operating in a relationship was important for the delivery of services but the actual management of the relationship was not a

conscious management responsibility. This minimal effort on relationship management had implications regarding how well the relationships performed. The 'take it for granted' approach was generating some successful relationships, but it was likely that a more strategic focus on the management of the relationships would be able to lead to an even better relationship. The relationships were successful even though little focused effort was allocated to relationship management. This suggests there is great potential for relationship management to improve if a conscious effort was made to actually manage the relationships.

The under-managed relationship was discussed by Frisby, et al. (2004) where the research indicated that lack of guidelines, insufficient training, and poor coordination were contributors to under-managed relationships. The current study has not identified why some relationships were not managed but the findings do provide some factors that relationship managers could address.

### 8.3.2 Best performing constructs

Table 7.5 provided a summary of the data for the performance rating of the constructs. The constructs that rated the highest with mean scores greater than five were proximity, facility, communication and appropriate partners. These ratings indicated that the sport associations and sport venues relationships were working well at being close to each other (proximity), valuing the facility and equipment that is provided by another partner (facility), providing information and negotiating in a variety of ways through a variety of means (communication), and the agencies and staff involved in the relationship were appropriate to address the relationship outcomes (appropriate partners). These four highly performing constructs were complemented by commitment, quality, trust and social bond that also had performance mean scores in the higher range of the ratings. It is interesting to note that the mean score for the overall rating of the relationship performance was higher than any of the individual constructs' performance ratings.

Selin and Myers (1995) indicated the need to be sensitive to how partners perceive the relationship. It is this aspect of the construct performance that provided the more meaningful insights to how the constructs and the overall relationships were performing. Although this study does not provide the opportunity to understand how specific relationships were viewed, there was scope to explore how the performance of the constructs were rated by both sport venues and sport associations. This analysis is discussed in some detail in section 8.4.

*8.3.3 MaxiPerf Factor*

A principal components analysis of the performance construct ratings was conducted to determine if a more parsimonious list of performance constructs could be identified. The null hypothesis for this analysis was rejected because there was the generation of a single component that captured much of the essence of the performance constructs. This single component was called MaxiPerf because it was based on 20 performance construct ratings that all had a high loading ($> 0.7$) on this component (refer to Table 7.18). Unfortunately, the outcome of this analysis did not contribute much to the generation of an easier guide for relationship management for the association and venue staff because of the complexity of a component based on 20 items. Once again, this analysis reinforced the complexity of managing the relationships between sport venues and sport associations.

Table 8.3 provides a summary of objective two's findings. The key findings identified the potential for the performance of the relationship to improve because so little effort was being allocated to the relationship management, and reinforced the complexity of the relationship performance because of the complexity of the MaxiPerf component. The impact of the performance of the relationship constructs proved to be more meaningful when used to explore the differences between groups.

Table 8.3 Summary of objective two outcomes

| Objective | Hypothesis | Key findings |
|---|---|---|
| 2. To measure the performance of the constructs in the operation of the relationships between sport venues and sport associations. | One hypothesis was tested with the null hypothesis rejected:<br>• The PCA generated one factor called MaxiPerf. | Relationship management had the potential to improve because so little effort was being put into relationship management.<br><br>The identification of MaxiPerf based on 20 constructs performance ratings reinforced the complexity of the relationship management.<br><br>The analysis of the performance constructs was more meaningful when exploring the differences between groups (see below) |

8.4 Differences between associations and venues

Objective three was designed to explore the differences in the rating of the importance and performance of the relationship constructs between sport venues and sport associations. This analysis was dependent on the quantitative study's analysis of differences between groups and the subsequent outcomes of the ANOVA and

independent sample t-tests. This section discusses the differences between the association and venue respondents in regard to the importance constructs and performance constructs. Figure 8.4 illustrates the main issues being investigated for this objective.

Figure 8.4 Issues being explored in objective three

```
┌─────────────────────┐        ┌─────────────────────────┐
│ Sport association   │        │ Differences between     │
│ and sport venue     │ ─────► │ importance and          │
│ respondents         │        │ performance construct   │
│                     │        │ ratings                 │
└─────────────────────┘        └─────────────────────────┘
```
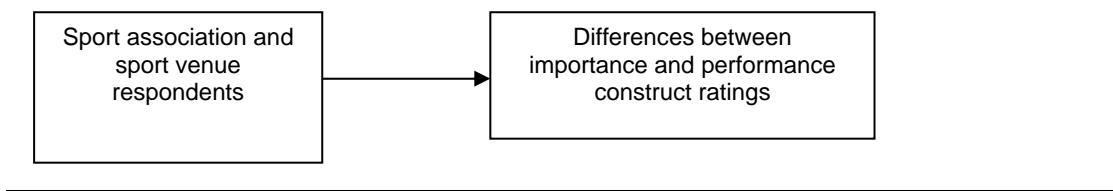
*8.4.1 Differences between associations and venues for importance constructs*

The ANOVA explored the differences in the ratings of the importance constructs for three different groups, namely, associations, pass-on associations and combined venue respondents. The independent sample t-test explored the differences between all the association respondents and all the venue respondents. The null hypotheses for these analyses were rejected because statistically significant differences between the ratings of the importance constructs were identified.

Although differences between the groups' ratings of the importance constructs were identified, these differences were weak (eta squared ratings < 0.06) and there was no significant pattern of the differences. For example, the rating of the importance of interdependence / dependence had a significant difference between the association and pass-on association respondents, whereas the rating of the importance of quality was rated more highly by venues than by associations.

The few differences between association and venue respondents' ratings of the importance constructs may be due to the recognition of the value of the relationships even though the qualitative study indicated there was often little effort put into the management of the relationships. The high ratings of the importance of the relationship constructs provided a good indication that a greater awareness of the need to manage relationships may be able to generate better outcomes. The questionnaire responses indicated that the constructs related to the sport venue and sport associations were important but the qualitative study indicated that little thought or effort had been put into managing relationships. Sport associations and sport venues appeared to appreciate the importance of their relationships when asked but do not

have relationship management as part of their normal operations. There is a need for sport venues and sport associations to become more aware of the value in managing their relationships because it was clear that they rate the overall importance of the relationships highly and the constructs that impact on the relationships were also rated highly.

### 8.3.2 Differences between associations and venues for performance constructs

The null hypothesis regarding the differences in the ratings of the performance constructs between association and venue respondents was rejected because a number of statistically significant differences were identified. The key findings regarding these differences were the relatively high number of constructs that had differences, and the consistently higher rating of the construct performance by sport venues than by sport associations. The construct performance differences' ratings reinforced the need to focus on the key constructs that were identified previously.

As mentioned previously, Selin and Myers (1995) identified the need for the relationship partners to pay attention to how each other perceive the relationship. The significant differences between sport venues and sport association's ratings of the relationship constructs' performance needs to be noted by both groups. Both groups need to recognise the perceptions of their partners and take this into account as they take steps to build more collaboration in their relationships. The strong correlation between the key relationship constructs' performance and the relationship outcomes identified the value of working towards more collaboration (refer to Section 8.7). The differences in the rating of the relationship constructs' performance needs to be taken into account in communication and negotiation as the relationships are developed and managed.

Table 8.4 provides a summary of the key outcomes from the analysis of objective three. One of the key findings related to the potential for both sport associations and sport venues to better manage their relationships because there were few differences in the ratings of the importance constructs. The other key finding was sport associations' lower ratings of the performance of the relationship constructs. There is a need to better understand what is happening in these relationships to explain why there are few differences in the ratings of the construct importance and there are many differences in the ratings of the construct performance.

Table 8.4 Summary of objective three outcomes

| Objective | Hypotheses | Key findings |
|---|---|---|
| 3. To determine the differences of the rating of the importance and performance of the relationship constructs between sport venues and sport associations. | Two hypotheses were tested with the null hypothesis rejected for both:<br>• Differences between the ratings of the construct importance were identified but there were few differences and their impact was small;<br>• Differences between the ratings of the construct performance were identified. Sport venues rated the construct performance higher than the sport associations. | There are few differences between sport venues and sport associations ratings of the construct importance.<br><br>Sport venues have consistently higher ratings of the construct performance than the sport associations. |

## 8.5 Location of respondents

The fourth objective of the study was to determine if there were any differences in the ratings of the importance and performance of the relationship constructs based on the location of the respondents. The ANOVA analysis was based on three groups of respondents from metropolitan Melbourne, provincial towns and country towns. The independent sample t-test was based on metropolitan and non-metropolitan respondents. The null hypothesis for this analysis was rejected because statistically significant differences between different locations of respondents were identified.

Results from this analysis do not appear to have a major impact on the overall understanding of the relationships between sport venues and sport associations. The constructs for which there were significant differences based on the location of the respondents were not deemed to be of particular importance in any of the other analyses. The Eta-squared measures for all the differences were small except for management style that had a moderate effect (refer to Table 7.35).

Table 8.5 provides a summary of the outcomes from objective 4. The key finding from this analysis of the location of the respondents' ratings of the construct importance and performance was there were few differences of consequence. Sport venue and sport association managers need to provide equal attention to the relationship constructs regardless of their location.

Table 8.5 Summary of objective four outcomes

| Objective | Hypotheses | Key findings |
|---|---|---|
| 4. To determine the differences of the rating of the importance and performance of the relationship constructs based on the location of the respondents. | Two hypotheses were tested with the null hypothesis rejected for both:<br>• Differences for the rating of the construct importance were identified but the differences were only having a small impact;<br>• Differences for the rating of the construct performance were identified but the differences were only having a small impact. | Although differences based on location of respondents were identified these differences were few and had a small impact. Location of respondents does not require particular attention for further development. |

8.6 Differences between relationship types

Objective five was designed to determine the differences in the rating of the relationship construct importance and performance based on relationship types. Respondents indicated that their relationship could be described as a tenant / landlord, strategic alliance or integrated collaboration relationship. The matters being investigated for this objective are illustrated in Figure 8.5.

Figure 8.5 Issues being explored in objective five
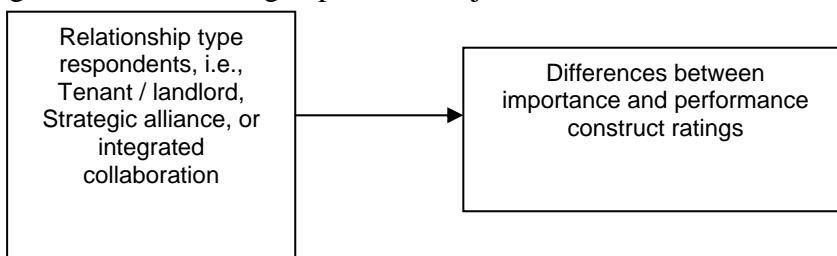


Table 7.3 provided the details of the relationship types. The nature of these three relationship types was viewed as steps along a continuum based on the level of collaboration between the sport venues and sport associations. This continuum was originally based on the framework provided by Fontenot and Wilson (1997). Initially, there were more steps in the relationship types to correspond with the progression of relationship as outlined by Fontenot and Wilson. The feedback during the pilot study indicated that the original seven options were too complicated and a simpler distinction based on three levels of relationship was more appropriate. The ANOVA analysis used these three relationship types to explore differences between these three respondent groups. The two groups for the independent sample t-tests were based on the tenant / landlord and alliance or collaboration respondents. The null hypotheses

for examining the differences among the respondents' ratings of the importance and performance constructs were rejected because statistically significant differences were identified.

### 8.6.1 Differences in relationship types for importance constructs

The differences between types of relationship respondents for the rating of the importance constructs were significant for only seven variables. The eta squared measures indicated a small effect for all the differences except for shared technology which had significant differences between the tenant / landlord and integrated collaboration, and strategic alliance and integrated collaboration respondents. The overall impact of the differences for the importance construct ratings was minimal and does not warrant much attention.

### 8.6.2 Differences in relationship types for performance constructs

There were many more differences in the rating of the performance constructs between relationship types than for the importance rating. This was similar to the other analyses of differences between groups of respondents where there were few differences in the rating of the importance constructs but more differences in the performance construct rating. The ANOVA identified differences for ten variables and the independent sample t-test identified differences for 14 variables. There was a consistency in the rating of the performance of the relationship constructs where all the performances were rated lower by the tenant / landlord relationships than they were by the strategic alliance or integrated collaboration relationship types. It was also interesting to note that the ANOVA did not identify any significant differences between the strategic alliance and integrated collaboration respondents. This indicated that the performance of the relationship constructs differences was more clearly determined by the difference between the tenant / landlord relationship and the other relationship types.

It is logical that the respondents in the strategic alliance or integrated collaboration relationships would rate the performance of some constructs more highly than the tenant / landlord relationship. The respondents in the alliance and collaboration relationships were more involved in the relationship because they were committing resources that would benefit both parties or they were working together as a single entity. Although the current study did not seek to measure the level of effort that the respondents put into their relationships, it was likely that the sport

associations and sport venues that were involved beyond the tenant / landlord relationship would have put more conscious effort into managing aspects of the relationship. This effort was having a positive impact on some relationship constructs and the overall performance of the relationships.

Several relationship constructs that were identified as being among the key constructs were included in the significantly different constructs based on relationship types. Communication and leadership were identified in the ANOVA and shared goals / values, quality and leadership were identified in the independent sample t-test analysis. The effect size of these differences was small for all of these constructs except leadership, which had a moderate effect size that tends to suggest that the performance of this construct may be a key feature in the strategic alliance or integrated collaboration relationship types.

It was not clear whether leadership in the relationship management preceded the move to more collaborative relationships but the involvement of individuals with skills and traits such as motivation, commitment, enthusiasm, vision, patience, open mindedness, perseverance and an ability to get people excited may have been a feature in getting a relationship functioning at the more collaborative level. The role of leadership in the relationships was consistent with the findings from Cousens, et al. (2001), Mulroy (2004) and Selin and Myers (1995) where the importance of leadership was identified as crucial in the development of more collaborative relationships.

The other key finding of the differences among relationship types was the significant differences between the tenant / landlord relationships, and the strategic alliance or integrated collaboration relationships for the overall performance of the relationship. The tenant / landlord respondents rated the overall performance of their relationship significantly lower than did the other two groups of respondents (refer to Table 7.42). The effect size for this difference was moderate indicating a reasonable impact of relationship type on the overall performance of the relationship.

If sport associations and sport venues want to build more positive relationships that are able to generate positive outcomes then they may need to shift from the more prevalent tenant / landlord relationship to a more collaborative arrangement. The results clearly indicated that the performance of some relationship constructs and particularly communication, shared goals / values, quality and leadership were higher for the respondents who were in the strategic alliance or integrated collaboration relationship. Table 8.6 provides the summary of objective five's analysis.

Table 8.6 Summary of objective five outcomes

| Objective | Hypotheses | Key findings |
|---|---|---|
| 5. To determine the differences of the rating of the importance and performance of the relationship constructs among the relationship types. | Two hypotheses were tested with the null hypothesis rejected for both:<br>• Differences for the rating of the importance constructs were identified but the differences were only having a small impact;<br>• Differences for the rating of the performance constructs were identified with the tenant / landlord relationships having lower ratings with some having a medium impact. | Differences for the rating of the construct importance were minimal.<br><br>Strategic alliances and integrated collaboration relationships rated the construct performance higher than did the tenant / landlord respondents. Two key factors relate to the role of leadership and the overall performance ratings. |

8.7 Connection between relationship constructs and outcomes

The sixth objective was designed to determine how the relationship constructs and relationship outcomes were connected. Figure 8.6 illustrates the issues being investigated for this objective.

Figure 8.6 Issues being explored in objective six
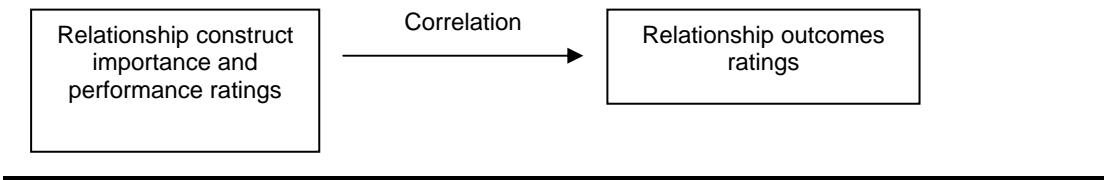


The correlation analysis between the ratings of the key relationship constructs and the overall relationship ratings identified a number of medium to strong correlations with the relationship outcome variables. The null hypotheses for this analysis were rejected because statistically significant correlations were identified. The analysis of the results of the correlations clearly indicated that there was a much stronger correlation between the performance rating of the constructs and the relationship outcomes than the correlation between the importance rating of the constructs and the relationship outcomes.

The stronger correlations between construct performance ratings and relationship outcome ratings were a key finding that had significant impact on how sport venues and sport associations need to review their relationships. If local sport associations and sport venues want to develop more positive outcomes, then they may need to manage their relationships so their relationship constructs are performing more positively. This study has already identified that relationships that were operating at a strategic alliance or integrated collaboration level had higher ratings for the performance of some relationship constructs. The results of the correlations

identified that the performance of these constructs was associated with higher levels of relationship outcome achievements.

The correlation outcomes reinforced the value of having a strongly performing relationship for the key constructs. As indicated in Chapter 2, the relationship between sport associations and sport venues has the potential to have positive benefits for the venues, the sport associations and the general community in which they operate. The data identified in these correlation analyses clearly demonstrate that these benefits were possible.

The data suggested that sport venues and sport associations, where the key constructs were performing well, were able to generate outcomes that would assist their own operations such as being able to solve problems and increase usage. There was also the capacity for the sport venues and sport associations that had the key constructs performing well to generate community oriented outcomes such as creating a sense of community ownership and pride and improve communication networks. These data clearly indicate that there was a positive connection between the performance of the key constructs and the relationship outcomes.

The final large correlation that warrants mention was the connection between the overall performance and PCA4 – Tangibles. The large correlation of the overall performance of the relationship with PCA4 – Tangibles demonstrated that the better the relationship, the greater the capacity to increase or improve tangible elements of the relationship outcomes such as increasing services, lobbying, community involvement, revenue and improving communication.

The nature of the correlations between the key construct performance and the overall performance with the relationship outcomes provided a clear reason for sport venues and sport associations to work on managing their relationships. The sport venues and sport associations that had better performing relationships were rating the relationship outcome much higher. Sport associations and sport venues need to recognise these outcomes and work towards managing their relationships to generate these positive outcomes.

The connection between the performance of the relationship constructs and the relationship outcomes provides a rationale for sport associations and sport venues to put more effort into managing their relationships. If sport associations and sport venues want to generate more positive outcomes, then the evidence suggests that one way to work towards these outcomes is to put more effort into the management of the relationship constructs. Table 8.7 provides the summary of objective six's outcomes.

Table 8.7 Summary of objective six outcomes

| Objective | Hypotheses | Key findings |
|---|---|---|
| 6. To determine the connection between the relationship constructs and the relationship outcomes. | Two hypotheses were tested with the null hypothesis rejected for both:<br>• Medium to large correlations were identified between the rating of the construct performance and the relationship outcomes;<br>• The PCA of the relationship outcomes produced one factor called Tangibles based on eight variables. | The positive correlation between key constructs' performance and relationship outcomes highlights the potential for well-performing relationships to generate more positive outcomes.<br><br>The identification of the Tangibles factor provides good evidence of relationships' capacity to address both operational and community outcomes. |

8.8 Relationship outcome differences between sport venues and associations

The seventh objective of the study was to determine differences of the relationship outcome ratings between sport venues and associations. Figure 8.7 illustrates the main issues being investigated for this objective.

Figure 8.7 Issues being explored in objective seven
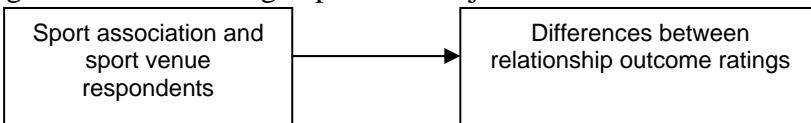


The null hypothesis for this objective was rejected because statistically significant differences were found between sport association and venue respondents. The sport venue respondents rated all the relationship outcome variables that had statistically significant differences higher than the sport association respondents. There were 15 variables with statistically significant differences based on the ANOVA and 14 variables with statistically significant differences from the independent sample t-test analysis. These differences were consistent with the analysis of the performance of the relationship constructs where the sport venue respondents also had higher ratings of the relationship construct performance.

It is not clear why sport venues have higher ratings for the relationship outcomes. Sport venues may have a higher rating of the relationship outcomes because the venues were able to work more effectively with the associations to assist them to understand the nature of the impacts that their relationships were able to generate. The combination of sport venues having a higher rating of the relationship construct performance and the relationship outcome variables indicated that sport venues may be more conscious of what was happening with the relationships with

sport associations. The performance construct and relationship outcome differences could be explained because sport venues had more paid management staff and were potentially more in tune with management concepts and the potential of what the relationships could generate. It is also possible that the venue management staff were more conscious of financial performance and saw positive relationships as a means to their venues' financial performance.

The leadership for the development of the relationships between sport venues and sport associations may need to come from the sport venues. Leadership was identified as one of the key constructs influencing the relationships. Given that the respondents from sport venues had a higher rating of the relationship outcomes, they may be best situated to lead and provide direction to the sport associations to be better at generating outcomes from their relationships. Recognition of the nature of the outcomes based on improved operations and community impacts could be used as a basis to build the value of the relationship between sport venues and sport associations. Table 8.8 provides a summary of the outcomes from objective seven.

Table 8.8 Summary of objective seven outcomes

| Objective | Hypothesis | Key findings |
|---|---|---|
| 7. To determine the differences for the ratings of the outcomes generated from the relationship based on sport venue and sport association respondents. | One hypothesis was tested and the null hypothesis was rejected:<br>• Differences between sport venues and sport associations were identified for the rating of the relationship outcomes with medium impact for some of these differences. | Sport venues rated the relationship outcomes higher than did the sport associations. This identified the potential for sport venues to take a leadership role in the relationship development with sport associations. |

8.9 Relationship outcome differences based on respondent location

The eighth objective of the study was to determine differences of the relationship outcome ratings based on the location of the respondents. Figure 8.8 illustrates the main issues being investigated for this objective.

The null hypothesis for this analysis was rejected because statistically significant differences between respondent location ratings of the relationship outcomes were identified. However, there were only a few variables that had differences and the impact (eta squared) of these differences were all in the small range.

Figure 8.8 Issues being explored in objective eight

```
┌─────────────────────────┐          ┌──────────────────────────┐
│   Location of           │          │   Differences between    │
│   respondents, i.e.,    │ ──────▶  │ relationship outcome      │
│   metropolitan,         │          │   ratings                │
│   provincial            │          │                          │
│   town and country town │          │                          │
└─────────────────────────┘          └──────────────────────────┘
```
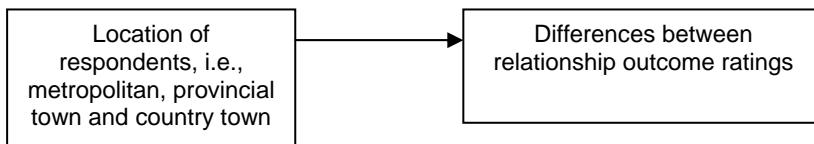
These results were similar to other analyses of differences among respondent locations where few differences were identified and these differences were of little consequence. Table 8.10 provides a summary of the findings from this analysis.

Table 8.9 Summary of objective eight outcomes

| Objective | Hypothesis | Key findings |
|---|---|---|
| 8. To determine the differences for the ratings of the outcomes generated from the relationship based on location of respondents. | One hypothesis was tested and the null hypothesis was rejected:<br>• Differences based on respondent location were identified for the rating of the relationship outcomes with small impact for all of these differences. | The small differences among respondent locations were of little consequence.<br><br>All the analyses based on respondent location are consistent with few differences based on respondent location. |

8.10 Relationship outcome differences based on relationship type

The ninth objective of the study was to determine differences of the relationship outcome ratings based on the relationship type of the respondents. Figure 8.9 illustrates the main issues being investigated for this objective.

Figure 8.9 Issues being explored in objective nine
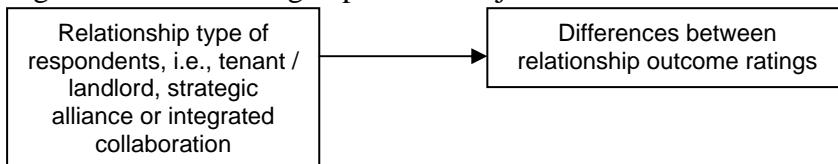
```
┌─────────────────────────┐          ┌──────────────────────────┐
│   Relationship type of  │          │   Differences between    │
│   respondents, i.e.,    │ ──────▶  │ relationship outcome      │
│   tenant / landlord,    │          │   ratings                │
│   strategic alliance or │          │                          │
│   integrated            │          │                          │
│   collaboration         │          │                          │
└─────────────────────────┘          └──────────────────────────┘
```

The null hypothesis for this analysis was rejected because statistically significant differences were identified among relationship types. There were seven relationship outcome items where there were statistically significant differences based on the ANOVA and four variables from the independent sample t-test. These analyses identified that the tenant / landlord relationships rated the relationship outcomes lower than did the integrated collaboration relationships, and in three instances there were differences between the strategic alliance and integrated collaboration relationships. The nature of the outcomes that had moderate impacts (eta squared was .06 or above) related to operations (problem solved and reduced duplication and increased complementary resources) and community impacts (enhanced legitimacy and

credibility). These differences reflected the capacity for the sport venues and sport associations in more collaborative relationships to be able to generate more positive outcomes. Given that the sport venues rated the relationship outcomes higher than did the sport associations and the more developed relationships were also rating the outcomes higher provides a rationale for more effort to be put into the relationship management. The move for this to become further developed requires leadership that may be provided by sport venue management.

Relationships that were based on working with partners, committing resources for strategic purposes and working closely together were able to generate relationship outcomes that had more impact on the operational and community level. An unexpected outcome of the qualitative study was the recognition that very little effort was put into managing the relationships. The results from this research indicated that those agencies that had more highly developed relationships were able to achieve a higher level of relationship outcomes. The study by Cousens, et. al. (2001) that investigated the success of the NBA concluded that the partnering shift needed to focus on the agency's culture, strategy and structure. This also was the case for the relationships between sport venues and sport associations. Although the specific aspects of culture, strategy and structure were not explored here, there was evidence that the relationships that focused on working with their partners, and committing resources to generate outcomes were getting those outcomes. In a simple analysis, it was those associations and venues that were investing in the relationships that were getting a return. Given that the sport associations and sport venues identified that their relationships were important, it is crucial for them to put effort into managing the relationships more effectively so they can generate these outcomes. This research provides key insights that can assist them to understand the elements of the relationships that need to be managed. These insights will be highlighted in the Conclusion. Table 8.10 provides a summary of the findings from this analysis.

Table 8.10 Summary of objective nine outcomes

| Objective | Hypothesis | Key findings |
|---|---|---|
| 9. To determine the differences of the ratings of the outcomes generated from the relationship based on the types of relationships. | One hypothesis was tested and the null hypothesis was rejected:<br>• Differences based on relationship type were identified for the rating of the relationship outcomes with medium impact for some of these differences. | Strategic alliance and integrated collaboration relationship types rated the some relationship outcomes higher than the tenant / landlord relationships. This reinforces the need for sport associations and sport venues to allocate their resources to manage the relationships. |

## 8.11 Summary of key findings

Tables 8.2 to 8.10 provide the summary of the outcomes for each of the research objectives. Based on this analysis the key findings of the research were:

1. A range of 24 constructs was relevant in the management of the relationships.

2. All the ratings of the construct performance were lower than the construct importance indicating the capacity to improve the performance of the relationship constructs.

3. The eight key constructs in the relationships were communication, trust, facility, leadership, shared goals / values, cooperation, commitment and quality.

4. Little effort was allocated to the management of the relationships.

5. The PCA of the ratings of the construct performance identified one component called MaxiPerf that was based on 20 variables.

6. The ratings of the construct importance had few differences among groups.

7. Sport venue respondents have higher ratings for many of the constructs' performance than do the sport association respondents. An awareness of these differences are important to recognise by both parties so they can work more closely together to further develop their relationships.

8. Construct performance was rated higher by strategic alliance and integrated collaboration respondents than by the tenant / landlord respondents. This indicated that the relationships that were more developed had more positively performing constructs.

9. The medium and strong correlations between construct performance and relationship outcome variables highlights the potential for well-performing relationships to generate more positive outcomes.

10. The identification of the tangibles factor via the PCA of the relationship outcomes provided evidence that relationships had the capacity to address both internal or operational outcomes as well as community outcomes.

11. The sport venues rated the relationship outcomes higher than the sport associations. Consequently, the sport venues may have the potential to take a stronger leadership role to work with sport associations to generate more positive relationship outcomes.

12. The strategic alliance and integrated collaboration respondents rated the relationship outcomes higher than did the tenant / landlord relationships.

The sport associations and sport venues that have committed more effort to the relationships were able to generate more positive outcomes than those relationships that were only operating at a transaction level.

The range of key findings have identified the value of more effort being put into relationship management because the better performing relationships had higher ratings for the relationship outcomes, and the relationships that were operating at a more collaborative level were also able to generate more positive outcomes. The evidence also indicated that a focus on the most important relationship constructs would provide sport associations and sport venues guidance on the constructs that were most likely to influence their relationships. Chapter nine draws on these key findings and discusses their implications for the management of relationships between sport venues and sport associations.

CHAPTER 9

CONCLUSION

| 1. Introduction |
| 2. Sport associations and sport venues in Australia |
| 3. Relationship development and relationship constructs |
| 4. Framework for understanding the relationships between sport associations and sport venues |
| 5. Research methods |
| 6. Qualitative study results |
| 7. Quantitative study results |
| 8. Discussion |
| 9. Conclusion |

| 9.1 Introduction |
| 9.2 Conclusions about the research problem |
| 9.3 Implications for theory |
| 9.4 Implications for policy and practice |
| 9.5 Limitations |
| 9.6 Further research |
| 9.7 Final conclusions |

## 9.1 Introduction

Despite the significant role that sport venues and sport associations play in the delivery of local sporting programs in Victoria, little was known about how they manage their relationships. This specialised sector of the sport industry has had little research into its operations and no research has been found that investigates the nature of the relationship between sport venues and sport associations. This study has used an extensive review of the literature from multiple fields of study that related to the management of relationships, a qualitative study to explore the application of the literature in related areas, and a quantitative study to identify a number of specific matters regarding the relationship constructs and relationship outcomes.

The purpose of this concluding chapter is to provide the final interpretation of the key findings and to discuss the contribution to knowledge. The contributions to knowledge draw on all levels of the research from the review of literature, the qualitative study and the quantitative study.

### 9.1.1 Overview of chapter

Chapter nine is divided into seven sections. This introductory section is designed to set the scene and explain how the chapter is organised. Section 9.2 provides a discussion of the conclusions that emanate from the research aims and key findings.

Although the research has not been designed to test or develop theory, there are implications for theory that warrant attention. This is discussed in Section 9.3.

Section 9.4 discusses the implications regarding the development of policy and practices. These implications are of particular importance for the government provision of sport venues and sport programs at a policy level. There are also impacts at a practical level regarding how the sport associations and sport venue managers work together for the delivery of local sporting programs.

Although a rigorous research method has been applied throughout this study there are a few research limitations. These limitations are explained in Section 9.5. The limitations relate to the small sample size for the quantitative study and some of the descriptive information that may have assisted in a better understanding the respondents in the quantitative study.

Further research matters that could be explored to build on the outcomes of this study are covered in Section 9.6. An understanding of how current partners view each other and the impact of the relationship constructs would provide valuable insights that the current study have not been able to address.

The final section of the study provides the conclusions of the research. The main conclusions have implications for other research related to relationships and provide direction for the development of relationships between sport venues and sport associations.

9.2 Conclusions about the research problem

The detailed outcomes regarding the research objectives were addressed in Chapter 8. Chapter 8 concluded with a list of twelve key findings that are the basis for the conclusions of this research. Figure 9.1 illustrates the research aims, the main findings and the implications of these findings. The seven research implications provide a focus for the main conclusions from this research. Although these items are interconnected regarding their implications they are addressed separately here to explain the main conclusions from the research.

Figure 9.1 Research aims, findings and implications

| Research Aims | Key findings | Research implications |
|---|---|---|
| | | |

Research Aims

Key findings

Research implications

**1. Investigate the relationships between sport venues & associations**

Twenty-four relationship constructs were relevant for relationship management

The PCA identified Maxi-Perf based on 20 relationship construct performance ratings

Sport relationships are complex and challenging

Eight key constructs were deemed to be most important in the relationships.

These eight constructs provide a focus for sport associations and venues to manage their relationships.

Interview respondents indicated that little effort was put into the management of the relationships.

All relationship constructs have higher importance ratings than performance ratings.

There were few differences among respondent groups for the rating of the construct importance.

Relationships were identified as being important. There is scope for relationship management to improve by more conscious effort by all respondent groups.

**2. Understand how sport venues & associations achieve mutual outcomes**

Sport venues rate the performance of many constructs higher than do associations.

Sport venues rate many of the relationship outcomes higher than do the associations

Venues and associations need to be aware of these differences so they can work together to develop their relationships.

Strategic alliance and integrated collaboration respondents rated the performance of the constructs higher than did the tenant / landlord relationship types.

Strategic alliance and integrated collaboration respondents rated the relationship outcomes higher than did the tenant / landlord replationship types.

Sport venues and associations may be able to simply work towards greater levels of collaboration to have better performing constructs and outcomes.

Performance of constructs have medium to strong correlations with relationship outcomes

Relationships that have better performing constructs are more able to achieve positive outcomes

The PCA of the relationship outcomes identified the Tangibles component based on variables that reflected internal and external outcomes.

Relationships have the capacity to generate both operational and community outcomes.

*9.2.1 Relationships are complex and challenging*

This study has confirmed the comments from Stewart, et al. (2004) and Lyons (2001) regarding the complexity of the relationships in sport. Not only was there a range of agencies that were involved in the delivery of sport but there was also a large range of constructs that were likely to influence how their relationships develop. The focus on the relationship constructs through the review of literature in multiple fields, the qualitative study and the final quantitative study reinforced the importance of understanding the constructs that influence the relationships.

This study has demonstrated the value of using insights from RM, education partnerships, and health and community service partnerships to guide the research. This comprehensive listing of relationship constructs would not have been identified if the multiple fields of study were not used to guide the relationship analysis. The value of drawing on different fields of study is discussed further in section 9.3.

*9.2.2 Most important constructs*

Although the relationships were complicated and there was a large range of constructs that were important in the management of the relationships, eight key constructs were identified that were deemed to be the most important in the relationships. Sport venues and sport associations can manage their relationships by focusing on:

- o  good communication,
- o  building trust,
- o  having the appropriate equipment and facility,
- o  providing leadership,
- o  developing and understanding their shared goals / values,
- o  cooperating through coordinated actions,
- o  committing resources, effort and time, and
- o  delivering quality outcomes through quality processes.

The identification of these eight key relationship constructs provides a manageable set of variables that sport venues and associations can address as they develop their relationships. The application of these eight constructs is discussed further in sections 9.3 and 9.4.

*9.2.3 Relationships can improve*

The results from the interviews identified the limited effort that managers were committing to the management of relationships. Yet, when asked, respondents were able to share a variety of useful insights regarding the management of their relationships. This indicated that there were ideas about managing relationships but there was little awareness of the need to consciously manage the relationships. Managers need to put conscious effort into relationship management.

All 24 relationship importance constructs had ratings towards the higher end of the scale. There were also only small differences between groups of respondents for the ratings of the construct importance. There is a consistent recognition from the sport associations and venues that relationships are important.

The limited effort to manage the relationships, the high ratings of the relationship constructs combined with the significantly lower performance rating for all the relationship constructs demonstrated a capacity to improve relationship management. There is an untapped potential for sport venues and sport associations to improve their relationships, which should generate improved outcomes and achievements.

It may be the complexity of influences on the relationships and the inherent complexity of the agencies involved in sport delivery that inhibits the more strategic management of the relationships. It is likely that a better understanding and appreciation of the complexity of the relationships can assist sport venues and sport associations to more effectively address the challenge of relationship management. The relationships can be managed more effectively and there is significant scope to improve how the relationship constructs are managed. Steps for assisting sport associations and venues to take these improvement steps are discussed in section 9.4.

*9.2.4 Venue and association differences*

The sport venues and sport associations have consistent differences in the ratings of the performance of the relationship constructs and relationship outcomes. In both instances, sport venues rated the performance of the constructs and the achievement of the outcomes higher than did the associations. These differences need to be recognised by the association management and venue management so they can further develop their relationships.

Sport venues may be in the best position to take the lead in the development of the relationships. Leadership, as one of the key constructs with the higher ratings of

the performance of the constructs, combined with the relatively higher rating of the relationship outcomes by venue managers suggests sport venues are well situated to take the lead in relationship developments. Sport venue managers need to use their perceptions of relationship construct performances to guide the sport associations to better manage the relationships. If the sport venue managers can adopt the commitment, motivation and enthusiasm for the relationships with sport associations then they will be more likely to generate outcomes that will benefit their own operations and have positive impacts on the community. This will only work if the sport venue managers and the sport associations have shared goals and values that recognise the not-for-profit goals of community sport.

### 9.2.5 Greater collaboration leads to better results

The respondents that were operating at a strategic alliance or integrated collaboration type of relationship were rating the performance of the relationship constructs and the relationship outcomes higher than were the tenant / landlord respondents. Given that over 55% of the respondents were in a tenant / landlord relationship, there may be scope for many of the relationships to shift to more collaborative relationship types that will be able to generate more positive outcomes. A shift from the tenant / landlord relationship to more collaborative relationships with the inherent improvements in relationship construct performance would be likely to generate better working relationships between sport venues and sport associations as well as have positive impacts at the community level.

It is likely that the sport venues and sport associations that were operating at the strategic alliance or integrated collaboration type of relationship were putting more effort into managing their relationships. At a simple level, it was those sport venues and sport associations that were investing in the relationships that were getting a return. Given that the sport associations and sport venues have identified that their relationships were important, it is relevant for them to put effort into managing their relationships more effectively so they can generate more positive relationship outcomes.

Another focus for relationship management beyond the key relationship constructs may be a focus on building a relationship that is based on committing resources for a strategic purpose that will benefit both parties (strategic alliance), or working so closely together that they form a single entity (integrated collaboration). It is likely that a focus on the management of the key relationship constructs would

facilitate the shift towards these relationship types but it is also likely that a conscious effort to move towards these relationship types would, in itself, provide enough direction to guide relationship development.

### 9.2.6 Positive relationship constructs correlate with positive outcomes

The positive correlations between the key relationship constructs' performance and the relationship outcomes demonstrate another reason for sport associations and sport venues to develop their relationships. The cause for the correlation between relationship construct performance and relationship outcomes is not known, but the connection is important enough for sport associations and venues to note that they are positively correlated. The positive correlations relate to both the internal and external outcomes, which demonstrate the better performing relationships' capacity to improve their internal operations and make a contribution to the wider community. Sport associations and sport venues need to recognise these outcomes and work towards managing their relationships to generate these positive outcomes.

### 9.2.7 Tangible outcomes

The identification of the Tangibles component through the PCA of the relationship outcomes demonstrated the connection between both internal and external outcomes. Tangible outcomes, such as increased services and better use of limited resources were related to the internal outcomes that would benefit both the sport associations and venues. Associated with these variables were items such as increased community involvement and support, and increased lobbying strength that highlighted the external outcomes that had a positive impact on the wider community.

The development of a component that included both internal and external outcomes demonstrated the positive impact the relationships could generate and the connection between the internal and external impacts. The identification of this component and its positive correlation with the key relationship constructs also provides a rationale for sport associations and sport venues to further develop their relationships.

### 9.2.8 Summary of main conclusions

The results indicated that more effort needed to be put into managing sport venue and sport association relationships. The qualitative study found that some respondents did not consciously put effort into the management of their relationships.

The respondents with higher ratings of the performance of the relationship constructs were able to better meet the needs of sport and address the wider community goals. This research demonstrated not only the value of managing the relationships, but also provided a direction for the constructs that were most likely to have a positive impact on the relationships.

Chapter four provided a framework for understanding the nature of the relationships between sport associations and sport venue management in Victoria (Figure 4.8). Figure 9.2 provides a simpler version of the framework based on the key findings of this study. The most important relationship constructs provide a focus for sport associations and sport venue managers to develop their relationships. The relationship outcomes relate to both internal and external achievements that are correlated with the most important constructs.

Figure 9.2 Key findings regarding the relationships between sport associations and sport venues
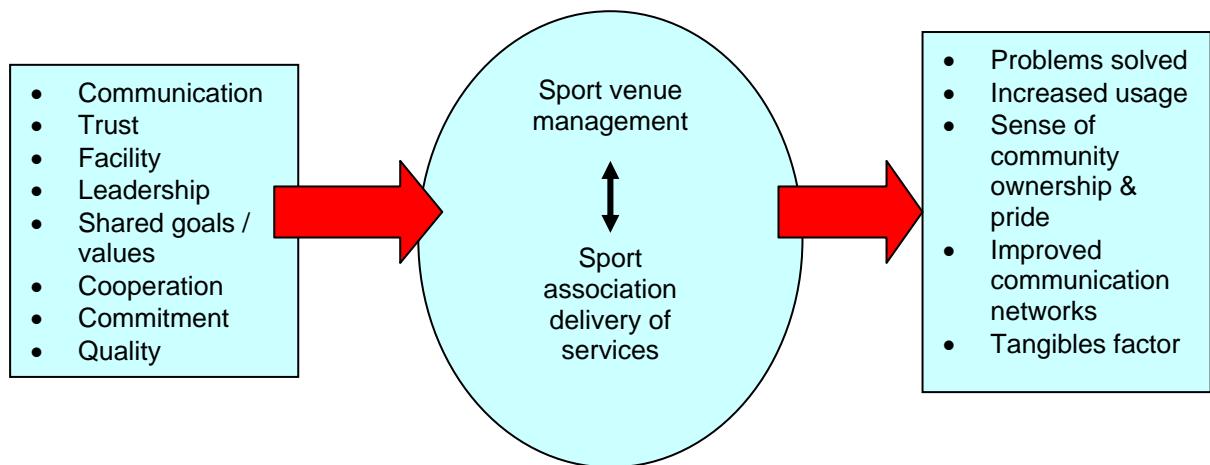


9.3 Implications for theory

The research has explored the three elements that have theoretical implications based on an integration of theory that was presented in chapter four. The implications for theory incorporates discussion of the conceptual framework developed in chapter four, implications for sport research, and implications for other fields of study.

*9.3.1 Analysis of the conceptual framework*

A conceptual framework to illustrate the nature of the relationships between sport associations and sport venue manage was provided in chapter four (Figure 4.8). This framework incorporated a range of constructs that were likely to influence the

relationships, the stages of relationship development, a range of different agencies involved in three levels of relationships, and the outcomes that may be generated from the relationships. This study has used this conceptual framework to explore the constructs that were most likely to influence the relationships between sport associations and sport venues, and to identify the range of outcomes that could be generated from the relationships.

Because of the nature of sport venue and sport association relationships a range of literature was used to identify the constructs that were likely to influence the relationship development and the outcomes that may be generated from these relationships. The first dimension of the framework focused on a range of constructs that were likely to influence the relationships. The importance of these constructs and their application to sport venue and sport association relationships has been confirmed in this study. The final 24 constructs that were rated in the questionnaire all had ratings in the higher end of the scale. Although all 24 constructs were deemed to be important in the relationships, eight constructs were identified as being the most important in the management of the relationships between sport venues and sport associations.

The range of outcomes identified in Figure 4.8 was also confirmed in this study. The relationship outcomes between sport venues and sport associations were able to generate improved internal operations as well as have positive impacts on the wider community.

An element that was not included in Figure 4.8 relates to the type of relationship between sport venues and sport associations. Evidence from this study indicated that the more collaborative relationships, that is, the strategic alliance and integrated collaboration relationships had higher ratings for the performance of the relationship constructs and higher ratings for the achievement of the relationship outcomes. The type of relationship needs to be considered as another element in the relationships between sport venues and sport associations because it has an influence on both the performance of the relationship constructs and the relationship outcomes.

The framework for understanding the nature of the relationships between sport venues and sport associations presented a theoretical model of the features that would impact on the understanding of the relationships. Two elements of this theoretical model were confirmed and a new element regarding the type of relationship also needs to be considered because of the influence it has in the relationships.

This conceptual framework has the potential to be applied in other sport relationship contexts as well as in other community and commercial settings. Fontenot and Wilson's (1997) discussion of the constructs that influence relationships drew on a range of studies that incorporated a variety of industry settings. The applicability of these findings to sport venue and sport association relationships has been confirmed in this study. Consequently, there is potential for the framework that was developed for this study to be applied in other industry sectors.

*9.3.2 Sport research and fields of study*

This research has been conducted in the context of sport management with a particular emphasis on the not-for-profit sport sector. This context was explained in chapter two. Gratton and Jones (2004) and Stewart, et al. (2004) indicated that the sport industry is complex and operates in a range of spheres that makes it unique which constitutes its own field of study. In the case of this research there was limited information about relationships in the not-for-profit sport sector so there was a need to draw on relevant literature from related but diverse fields of study.

The discussion of relationships drew on bodies of knowledge from relationship marketing, education partnerships, and health and community service partnerships. The application of these bodies of knowledge to this research demonstrated the value of drawing on related fields of study to inform the investigation in not-for-profit sport.

The interconnectedness of the relationship constructs drawn from relationship marketing, education partnerships, and health and community service partnerships has been explained in this research. Not only has the impact of the 24 relationship constructs drawn from these fields of study been demonstrated, but the eight key constructs were also cited in these three bodies of literature. There has been value in using diverse fields of study to inform the analysis of sport venue and sport association relationships because it has provided a wider range of concepts that were applicable to the study group. This has implications for understanding relationships in other sport and community settings as well as other research in the sport sector.

Although knowledge about the sport industry is growing as more research about its unique features is developed and applied, other studies in sport need to look beyond their familiar context to apply principles and practices that have been applied in other industry sectors. Traditionally, sport research has drawn on fields such as sport management, sport sociology, sport marketing, sport tourism, physical

education, recreation management, and related areas (Gratton & Jones, 2004). Yet, it is the application of business principles and organisational theory that often provides the foundation for understanding sport (Slack & Parent, 2006). Looking beyond single fields of study and drawing on related sectors that were applicable to sport need to be considered. Tower, Jago and Deery (2006) provided an example of this approach where the outcomes of this research were applied in the sport tourism sector.

### *9.3.3 Implications for other fields of study*

The outcomes of this research have direct application for the development of relationships between sport venues and sport associations in Victoria. These implications were identified in section 9.2 and the policy and practice implications are discussed in the next section. The outcomes of this research also have implications for other fields of study, particularly those fields that were used to inform this research. It is likely that the understanding of relationships that was discussed in this research has the potential to contribute to an understanding of relationships and partnerships in many other settings.

A key focus of the research has been the identification of the constructs that were relevant and important in the development of sport association and venue relationships. The application of the research has been in the not-for-profit sport sector but it is based on a broader expectation of the development of relationships and partnerships in government policy (Commonwealth of Australian, 2006; Department of Victorian Communities, 2005). There has been very little tangible direction provided for business and community groups on how to manage relationships. The development of the principles to guide other industry sectors such as education, health and community services, and commercial operations can draw on the outcomes from this research to inform their own management of relationships and the constructs that underpin relationship developments.

Associated with the application of the research outcomes in other settings is the need to further research the relationship constructs that are important in other industry settings and other sectors of the sport industry. This further research opportunity is discussed in section 9.6.

### 9.4 Implications for policy and practice

The research has identified results that support state government policy directions and provides impetus for local government in Victoria to consider how

their sport venues work with community based sport associations. In order to do this there is a need for information regarding the outcomes of the research to be communicated to the policy makers at the state and local government levels.

### 9.4.1 Policy impacts

At the Victorian level, three of the state government's key sport and recreation outcomes are "a culture of inclusive participation in sport and recreation, access to sustainable activities and facilities…, and a cooperative approach to improved service delivery" (Department of Victorian Communities, 2005, p. 5). These outcomes can be supported by improving the manner in which community sporting associations manage their relationships with the usually government owned sporting venues across the state. The improvement of the relationships between sporting venues and sport associations can assist in the inclusion of more diverse groups in the community getting access to opportunities to participate. One of the outcomes identified in the qualitative study indicated that a benefit of relationships was more sustainable programs and services. The shift from the tenant / landlord relationship to strategic alliances and integrated collaboration would assist in the development of relationships between sport venues and associations rather than operating at just a transaction level of relationship. The very nature of the cooperation can be developed if the sport venues and sport associations can learn how to better manage their relationships based on managing the key relationship constructs. The impact of this research reinforces the policy directions of the state government and may be used to influence policies associated with sport funding programs.

The policy directions for local government, who own many of the community venues where local sport activities take place, are not clear and will vary across the 78 councils in Victoria. This research demonstrated that if the local councils were interested in developing sporting participation, encouraging more engagement of community sport associations and wanting to build positive community outcomes, then the development of policies related to how sport venues and sport associations develop their relationships would have a positive impact. In particular, many of the sport venues owned by local government are managed by outside management groups such as the YMCA and commercial operators. The nature of the contract that guides these management groups can include policy directions that will influence the nature of the relationship that should be developed between sport venues and the sport associations as well as the access they may get to the venues. The value of the

outcomes that can be generated from the relationships needs to be communicated to local government decision makers so they can consider the impact of developing sport within their councils.

There is also a policy impact for how state sporting organisations and VicSport (the peak body for sport in Victoria) support local associations. The peak sporting organisations need to support local sport associations in the development of their relationships. Developing the capacity for local sport associations to better manage their relationships through the provision of relevant information and training programs would be a key strategy to assist in the development of sport across the state.

The complexity of sport delivery becomes a challenge as to how the results from this research can have an impact at the policy level. The very nature of how state government, local councils and the not-for-profit sport sector manage their relationships could impact on how sport is delivered at the local level. A coordinated and collaborative approach guided by state and local government in association with the not-for-profit state sport organisations could assist in the development of sport venue and sport association relationships. There is a need for an awareness-raising initiative that will inform policy makers in state and local government, and community sport programs.

### 9.4.2 Checklist for practitioners

In order for the research to have an impact at the local level, there is a need for sport venue managers and sport association managers to have information that will guide them in their management of the relationships. As mentioned above, there would be value for the provision of information regarding how to manage relationships to be shared with the range of policy makers and staff involved in sport venue and sport association management. There is also a need for appropriate training programs via workshops and seminars to support these people to develop their skills so they can more effectively manage their relationships. Frisby, et al. (2004) identified that insufficient training was a factor in under-managed relationships. The findings from this research could contribute to the content for this training.

A checklist of key questions has been developed to guide the development of relationships between sport venues and sport associations. Key questions that need to be considered include:

- Is there the potential to identify relevant partners with whom a value adding relationship can be developed?
    - How can this relationship build the sport association or sport venue operations, and contribute to the social capital of the community?
- What is the type of the relationship? Tenant / landlord, Strategic alliance, or integrated collaboration?
    - If there is a Tenant / landlord relationship, is there potential to shift the relationship type to a Strategic alliance or Integrated collaboration?
- Are there conscious efforts to:
    - Manage the **communication** processes within the relationship?
    - Build **trust** between the partners?
    - Understand the **facility** and equipment requirements and contributions of each partner?
    - Practice the **leadership** principles of motivation, commitment, enthusiasm, vision, patience, open mindedness, and perseverance?
    - Identify **shared goals / values** among the partners?
    - Develop **cooperative** actions by all partners to achieve mutual outcomes?
    - Be **committed** to the relationship by providing resources, effort and time to support the relationship?
    - Generate **quality** outcomes from the relationship based on **quality** processes of service delivery?

This checklist provides a starting point for sport venue managers and sport association managers to begin thinking about how they manage their relationships. The combination of raising awareness of relationship management and the provision of training programs would assist in relationship development. If the training programs could include sport venues and sport associations working together to develop specific strategies to address the checklist items, then there may be even greater potential for the relationships to develop and the research to have a significant impact.

## 9.5 Limitations

The research methods employed throughout this study have maintained a systematic and thorough approach for each stage of the investigation. Before the research commenced, a number of delimitations were identified and discussed in chapters one and five. These delimitations included the choice of the Victorian sport delivery system, decisions about the nature of sport venues and sport associations to include in the study, and the point of contact being managers and administrators for the questionnaire. These delimitations had an impact on the nature of the data collected, but provided a framework in which the research could proceed and achieve realistic outcomes. There were also some limitations to the research that became apparent as the research was undertaken.

The major limitation of the research related to the limited sample size for the quantitative study. Although the range of statistical procedures could be conducted with the study's sample, procedures such as principal components analysis and multiple regression were conducted with minimal sample sizes. It is possible that with a more robust sample size, some of the outcomes from the principal components analysis and the multiple regression would have provided more generalisable results. Nonetheless, the sample size did meet minimal sampling requirements so the outcomes from the statistical procedures were based on valid analyses.

Another limitation of the research related to the timing of the data collection. The questionnaire was distributed in June and July. The timing of the questionnaire distribution had two issues. There was a school holiday break during the data collection period and this may have impacted on gaining a higher response rate from both the sport venues and sport associations. It is likely that during the school holidays, some sport venues would not be operating at a normal level of delivery and many sport associations would be having a break and would not get their mail and thus not participate in the survey. Some associations may not have been 'active' during the time of the questionnaire because it was their off-season, for example, some swimming clubs may only operate during spring and summer. Consequently, the responses to the questionnaire items may have been less current because their sport was currently inactive and they may have been less inclined to complete the questionnaire. Future research should consider conducting the questionnaire during times when the sports are actively delivered and school holidays should be avoided for data collection.

The range of questions asked in the questionnaire to sport venues and sport associations was also a limitation. There was little capacity to differentiate the range of respondents based on their personal characteristics. The one question that gained any information about the respondent was based on their role in the organisation. This information provided the opportunity to identify if there were any different roles for the respondents, e.g., manager / senior administrator, program administrator, etc. but more insight to the background of the respondent may have provided more useful insights to understand the nature of the constructs and outcomes associated with the relationships. Over 80 percent of the respondents indicated they were managers / senior administrators so there was little capacity to differentiate the respondents based on their roles in the organisation. Information that would have been useful to collect includes data regarding respondents' educational level, training in sport management / administration, years in the sport industry, and whether they were a volunteer or in a paid position. Although these data would not have influenced the key outcomes of the research, they would have allowed for more detailed analysis to discover if there were any characteristics among different respondent groups that explained particular ratings of the relationship constructs or relationship outcomes. The issue about more respondent information is addressed in the further research section.

The final limitation relates to the range of literature that has been used to inform the research. Incorporating and synthesising the relevant literature from relationship marketing, education partnerships and health and community service partnerships was effective in guiding the research. Additional insights about related specifically to sport venues, sport associations, and the constructs that influence the relationships by drawing on literature from interorganisational relationships and other sport related sources.

The combination of the low sample size, the timing of the questionnaire, the limited data about respondents, and the range of literature used to inform the study act as a limitation to the study. A larger sample size and more insights about the respondents may have provided better results. However, the current study has provided valid and reliable results that have withstood the rigors of statistical tests and effectively provided outcomes to the research aims and objectives. In particular, a triangulated approach has been utilised throughout the research to bring greater reliability in the analysis.

9.6 Further research

The outcomes from this research raise a number of issues that warrant further consideration in future studies as well as a number of additional issues that this research has not been able to address. Some of the issues for further research could seek to replicate and build on the methods of this study while other research initiatives could utilise alternative methods to explore other elements of relationships.

The current study collected most responses in both the interviews and questionnaires from managers / senior administrators. A similar study could be conducted that gains additional responses from many others involved in the sport program delivery such as coaches and administrators involved with the sport associations and duty managers and venue supervisors from sport venues. Other studies would also need to consider getting more respondent data such as age, gender, qualifications, and nature of position (paid or volunteer).

Indoor sport venues and sports that used indoor venues were the focus for this study. Similar studies could investigate the same problems with outdoor sports grounds and the outdoor sports such as cricket, soccer, tennis and the various football codes. There may also be value in exploring differences between different sports, especially to compare major sports and minor sports. There would also be value in expanding the study to other states in Australia to understand similarities and differences across the country. Similarly, the nature of the relationships between professional sport teams and the venues they use could be explored.

Figure 3.11 presented the relationship constructs in the context of the relationship development process. This model was based on the application of the literature from the three fields of study used to inform this research. The application of this model would be a useful investigation to understand the processes that agencies actually implement as they develop their relationships. It would also be useful to explore if the various constructs have an influence during the different stages. Similarly, Figure 4.7 identified a range of other agencies, especially government that were likely to impact on the relationships. More research into these interactions is required.

The current study has successfully identified the most important relationship constructs and the outcomes generated from the relationships. It has also identified differences between sport venue and sport association ratings of key issues such as the performance of the relationship constructs. This study does not provide many insights

as to why these differences exist. Further manipulation of the current questionnaire data may be able to provide additional insights regarding why particular results were identified.

Further research to better understand the impact of the relationship constructs and to create a more parsimonious set of constructs may be better addressed by focusing on particular dyads rather than the approach used in this study. It would be interesting to analyse how relationship partners viewed their collaboration such that each partners' perceptions and insights could be compared. This would require a case study or multiple case study approach that would draw from both sport venues and sport associations that had successful or unsuccessful relationships.

The eight constructs were identified as providing an understanding to what needs to be managed in the relationship between sport associations and sport venues. More focused research on the meanings and practice of these eight constructs would provide even better direction regarding the focus for the management of sport venue and sport association relationships.

Community sport delivery is well developed in Victoria and Australia. There would be merit to also conduct a cross-cultural study to explore how community sport organisations and sport venues in other settings have similar experiences in the analysis of the relationships.

## 9.7 Final conclusion

At the commencement of this research, little was known regarding the relationships between sport venues and sport associations in Victoria. This study has provided a range of information that will be valuable as sport venues and sport associations develop their relationships.

On a broad level, the study has demonstrated the value of drawing on the experiences from commercial, educational and community sectors. The nature of relationships, where a mixture of outcomes are expected, is better informed by using a more holistic or synthesised approach drawing on a variety of relevant experiences from different fields of study.

At an industry specific level, the research has identified a range of constructs that influenced relationships between sport venues and sport associations. In particular the key relationship constructs of communication, trust, facility, leadership, shared goals / values, cooperation, commitment and quality provide a focus through

the relationship's development that can be managed by sport venues and sport associations.

Finally, this research has demonstrated that relationships between sport venues and sport associations can generate positive outcomes. At an internal level, good relationships were able to generate outcomes that assisted the sport venues and sport associations to build each other's business and provided a more collaborative working situation. At an external level, good relationships were able to contribute to a range of community outcomes that were building social capital.

REFERENCES

Andereck, K. L. (1997). Case study of a multi-agency partnership: Effectiveness and Constraints. *Journal of Park and Recreation Administration. 15* (2), 44-60.

Arai, S. and Pedlar, A. (2003). Moving beyond individualism in leisure theory: a critical analysis of concepts of community and social engagement. *Leisure Studies. 22,* 185-202.

Australian Bureau of Statistics. (2002). *2000-01 Sport Industries Australia.* (ABS Report 8686.0). Canberra, Australian Capital Territory (ACT): Commonwealth of Australia.

Australian Bureau of Statistics. (2003a). *Sport and Recreation: A Statistical Overview.* (ABS Report 4156.0). Canberra, ACT: Commonwealth of Australia.

Australian Bureau of Statistics. (2003b). *Participation in Sport and Physical Activities.* (ABS Report 4177.0). Canberra, ACT: Commonwealth of Australia.

Australian Sports Commission. (n.d.). *The Australian Sport Commission – Club Development Network.* Retrieved 30 August 2006 from http://www.ausport.gov.au/clubs/about.asp

Bacon, D. R. (2003). A comparison of approaches to Importance-Performance Analysis. *International Journal of Market Research. 45* (1), 55-71.

Beech, J., Chadwick, S., and Tapp, A. (2000). Emerging trends in the use of the internet - lessons from the football sector. *Qualitative Market Research: An International Journal. 3* (1), 38-46.

Berry, L. L. (1995). Relationship marketing of services – Growing interests, emerging perspectives. *Journal of the Academy of Marketing Science. 23* (4), 236-245.

Bhattacharya, R., Devinney, T. M., and Pillutla, M. M. (1998). A formal model of trust based on outcomes. *Academy of Management Review. 23* (3), 459-472.

Birch, D. (1999). Principles of partnership. *Community Quarterly.* Issue 50, 15-22.

Bitner, M. J. (1995). Building Service Relationships: It's all about promises. *Journal of the Academy of Marketing Sciences. 23* (4), 246-251.

Blois, K. J. (1996). Relationship marketing in organisational markets: When is it appropriate? *Journal of Marketing Management. 12,* 161-173.

Blois, K. J. (1999) Relations in Business-to-business marketing - how is their value assessed? *Marketing Intelligence and Planning. 17* (2), 91-99.

Bodinger-de Uriate, C. (1994). Business-Education Partnerships: The Impact of Role Appropriateness. *Annual Meeting of the American Educational Research Association.* New Orleans, Louisiana: American Education Research Association. Michrofiche 30 pages

Borthwick, A. G. (1995). School - University - Community Collaboration: Establishing and Maintaining Partnerships for School Improvement. *Annual Meeting of the American Educational Research Association.* San Francisco: American Education Research Association. Michrofiche 35 pages.

Boyer, E. L. (1990). *Scholarship Reconsidered: Priorities for the Professoriate.* Princeton, New Jersey: The Carnegie Foundation for the Advancement of Teaching.

Brenner, S. (1997). Pursuing relationships in professional sport. *Sport Marketing Quarterly. 6* (2), 33-34.

Burns, R. C., Graefe, A. R. and Absher, J. D. (2003). Alternate measurement approaches to recreational customer satisfaction: Satisfaction only versus gap scores. *Leisure Sciences. 25,* 363-380.

Cann, C. (1998). Eight steps to building a business-to-business relationship. *Journal of Business and Industrial Marketing. 13* (4/5), 393-405.

Coakes, S. J. (2005). *SPSS: Analysis Without Anguish. Version 12.0 for Windows.* Milton, QLD: John Wiley and Sons.

Commonwealth of Australia. (2001). *Game Plan 2006 – Sport and Leisure Industry Strategic National Plan.* Canberra, ACT: Sport and Tourism Division.

Commonwealth of Australia. (2006). *The Prime Minister's Community Business Partnership.* Retrieved 2 August 2006, from http://www.partnerships.gov.au/

Cooper, D. R. and Emory, C. W. (1995). *Business Research Methods.* Boston: Irwin

Cousens, L., Babiak, K., and Slack, T. (2001). Adopting a relationship marketing paradigm: The case of the National Basketball Association. *International Journal of Sport Marketing and Sponsorship. 2* (4), 331-354.

Cousins, J. B. and Simon, M. (1996). The nature and impact of policy-induced partnerships between research and practice communities. *Educational Evaluation and Policy Analysis. 18* (3), 199-218.

Cresswell, J. W. (1994). *Research Design: Qualitative and Quantitative Approaches.* Thousand Oaks, California: Sage.

Cresswell, J. W. (2003). *Research Design: Qualitative and Quantitative Approaches – 2nd Edition.* Thousand Oaks, California: Sage.

Crompton, J. L. (1989). A taxonomy of public-commercial joint ventures. *Society and Leisure. 12* (1), 107-121.

Crompton, J. L. (1998). Partnering: The complementary assets of business and park and recreation agencies. *Journal of Park and Recreation Administration. 16* (4), 73-94.

Crompton, J. L. and Duray, N. A. (1985). An investigation of the relative efficacy of four alternative approaches to importance-performance analysis. *Journal of the Academy of Marketing Sciences. 13* (4), 69-80.

Crossley, J. (1986). Public/Commercial Cooperation in Parks and Recreation. Columbus, OH: Publishing Horizons.

Department of Victorian Communities. (2005). *Sport and Recreation 2005 – 2010: A Five Year Strategic Plan for Sport and Recreation Victoria.* Melbourne, Victoria: State of Victoria.

Dickson, M., Gewirtz, S., Halpin, D., Power, S., and Whitty, G. (2002). Education Action Zones. In H. L. Glendinning, C. Powell, & K. Rummery (Eds.), *Partnerships, New Labour and the Governance of Welfare* (pp. 183-198). Bristol: Policy Press.

Driscoll, K. and Wood, L. (1999). *Sporting Capital: Changes and Challenges for Rural Communities in Victoria.* Melbourne, Victoria: Royal Melbourne Institute of Technology, Centre for Applied Social Research.

Durvasula, S., Lysonski, S. and Mehta, S. (2000). Business to business marketing – Service recovery and customer satisfaction issues with ocean shipping lines. *European Journal of Marketing. 34* (3/4), 433-452.

Dyerson, M. (2001). Maybe it's better to bowl alone: Sport, community and democracy in American thought. *Culture, Sport, Society. 4* (1), 19-30.

Esterberg, K. G. (2002). *Qualitative Methods in Social Research.* Boston: McGraw Hill.

Evans, J. R. and Laskin, R. L. (1994). The relationship marketing process: A conceptualisation and application. *Industrial Marketing Management. 23* (5), 439-452.

Fawcett, S. B., Paine-Andrews, A., Francisco, V. T., Schultz, J. A., Richter, K. P., Lewis, R. K., et al. (1995). Using empowerment theory in collaborative partnerships for community health and development. *American Journal of Community Psychology. 23* (5), 677-697.

343

Fisher, R., Fabricant, M. and Simmons, L. (2004). Understanding contemporary university-community connections: Context, practice and challenges. In T. M. Soska and A. K. Butterfield (Eds.). *University-Community Partnerships: Universities in Civic Engagement* (pp. 13-34). Binghampton, New York: Haworth Social Work Practice Press.

Fontana, A. and Frey, J. H. (1994). Interviewing: The art of science. In N. K. Denzin and Y. S. Lincoln (Eds.), *Handbook of Qualitative Research* (pp. 361-376). Thousand Oaks, California: Sage.

Fontenot, R. J. and Wilson, E. J. (1997). Relational exchange: A review of selected models for a prediction matrix of relationship activities. *Journal of Business Research. 39* (1), 5-12.

Frisby, W., Thibault, L. and Kikulis, L. (2004). The organizational dynamics of under-managed partnerships in leisure service departments. *Leisure Studies. 23* (2), 109-126.

Gardner, G. J. (1976). *Social Surveys for Social Planners.* Sydney: Holt – Saunders.

Gibbs, G. R. (2002). *Qualitative Data Analysis:Explorations with Nvivo.* Buckingham, UK: Open University Press.

Gillham, B. (2000). *The Research Interview.* London: Continuum.

Glenndinning, C., Powell, M. and Rummery, K. (Eds.). (2002) *Partnerships, New Labour and the Governance of Welfare.* Bristol: Policy Press.

Glover, T. D. (1999). Municipal park and recreation agencies unite! A single case analysis of an intermunicipal partnership. *Journal of Park and Recreation Administration. 17* (1), 73-90.

Gratton, C. and Jones, I. (2004). *Research Methods for Sports Studies.* London: Routledge.

Gronroos, C. (1995). Relationship marketing: The service continuum. *Journal of the Academcy of Marketing Science. 23* (4), 252-254.

Gronroos, C. (1997). Keynote address: From marketing mix to relationship marketing – towards a paradigm shift in marketing. *Management Decision. 35* (4), 322-339.

Gronroos, C. (2000). *Service Management and Marketing: A Customer Relationship Management Approach* (2nd ed.). Chichester, England: John Wiley and Sons, Ltd.

Guandagnolo, F. (1985). The importance performance analysis: An evaluation and marketing tool. *Journal of Park and Recreation Administration. 3,* 13-22.

Gummesson, E. (1994). Making relationship marketing operational. *International Journal of Service Industry Management. 5* (5), 5-20.

Gummesson, E. (1997). Relationship marketing as a paradigm shift: Some conclusions from the 30 R approach. *Management Decision. 35* (4), 267-272.

Gummesson, E. (1999). *Total Relationship Marketing.* Oxford: Butterworth Heinemann.

Hawes, J. M. and Rao, C. P. (1985). Using importance-performance analysis to develop health care marketing strategies. *Journal of Health Care Marketing. 5,* 19-25.

Hemmingway, J. L. (1999). Leisure, Social Capital, and Democratic Citizenship. *Journal of Leisure Research. 31* (2), 150-165.

Henderson, K. A., Neff, L. J., Sharpe, P. A., Greaney, M. L., Royce, S. W., and Ainsworth, A. W. (2001). It takes a village to promote physical activity: The potential for public park and recreation departments. *Journal of Park and Recreation Administration. 19* (1), 23-41.

Hollenhorst, S., Olsen, D., and Fortney, R. (1992). The use of importance performance analysis to evaluate state park cabins: The case of the West Virginia state park system. *Journal of Park and Recreation Administration. 10,* 1-11.

Hoye, R., Smith, A., Westerbeek, H., Stewart, B., and Nicholson, M. (2006). *Sport Management: Principles and Applications.* Elsevier: Oxford.

Huberman, A. M. and Miles, M. B. (1994). Data management and analysis techniques. In N. K. Denzin and Y. S. Lincoln (Eds.), *Handbook of Qualitative Research* (pp. 428-444). Thousand Oaks, California: Sage.

Hudson, B. and Hardy, B. (2002). What is a 'successful' partnership and how can it be measured? In C. Glendinning, M. Powell & K. Rummery (Eds.). *Partnerships, New Labour and the Governance of Welfare.* Bristol: Policy Press.

Hutton, W. (1997). Six stakeholding propositions. *Business Strategy Review. 8*(2), 7 – 9.

Hutton, W. (2002). *The World We're In.* Great Britain: Little Brown.

Huxham, C. and Vangen, S. (2000a). Ambiguity, complexity and dynamics in the membership of collaboration. *Human Relations. 53*(6), 771 – 806

Huxham, C. and Vangen, S. (2000b). Leadership in the shaping and implementation of collaboration agendas: How things happen in a (not quite) joined-up world. *Academy of Management Journal. 43*(6), 1159 – 1175.

Institute of Recreation. (1986). *Rural Recreation Centre Management – Making it Work.* Melbourne: Department of Sport and Recreation and Institute of Recreation (Victoria) Inc.

Institute of Recreation. (1987). *Rural Recreation Centre Management – Making it Work.* Melbourne: Department of Sport and Recreation and Institute of Recreation (Victoria) Inc.

Jago, L. K. (1997). *Special Events and Tourism Behaviour: A Conceptualisation and Empirical Analysis from a Values Perspective.* PhD thesis. Victoria University: Melbourne.

Jarvie, G. (2003). Communitarianism, Sport and Social Capital. *International Review for the Sociology of Sport. 38* (2), 139-153.

Kanter, R. M. (1999). From spare change to real change: The social sector as a beta site for business innovation. *Harvard Business Review. 77* (May-June), 122-132.

Kearney, J. and Candy, D. M. (2004). Partnerships and processes of engagement: Working as consultants in the US and UK. In T. M. Soska and A. K. Butterfield (Eds.). *University-Community Partnerships: Universities in Civic Engagement* (pp. 181-201). Binghampton, New York: Haworth Social Work Practice Press.

Kotler, P., Adam, S., Brown, L. and Armstrong, G. (2001). *Principles of Marketing*. Sydney: Pearson Education Australia.

Kunstler, R. (1997). Matching staff and client characteristics: A public - public partnership as a respones to cultural diversity. *Journal of Park and Recreation Administration. 15* (4), 79-91.

Lachowetz, T., Sutton, W. A., McDonald, M., Warnick, R. and Clark, J. (2002). Corporate selling activities and the determinants of corporate partner retention in the National Basketball Association (NBA). *International Journal of Sport Marketing and Sponsorship. 3* (4), 403-427.

LaPage, W.F., Vaske, J.J., and Donnelly, M.P. (1995). Case studies of partnerships in action. *Journal of Park and Recreation Administration. 13*(4), 61-74.

Lasker, R. D., Weiss, E. S., and Miller, R. (2001). Promoting collaborations that improve health. *Education for Health. 14* (2), 163-172.

Levenburg, N. M. and Magal, S. R. (2005). Applying importance performance analysis to evaluate E-business strategies among small firms. *E-Service Journal. 3*(3), 29-48.

Lynch, R. and Brown, P. (1995). *An Australian Leisure Research Agenda.* Canberra, ACT: Department of the Environment, Sport and Territories, Office of Recreation Development.

Lyons, M. (2001). *The Third Sector: The Contribution of Nonprofit and Cooperative Enterprises in Australia.* Crows Nest, NSW: Allen and Unwin.

Maguire, J., Jarvie, G., Mansfield, L. and Bradley, J. (2002) *Sports Worlds: A Sociological Perspective.* Champaign, Illinois: Human Kinetics.

Martilla, J. A. and James, J. C. (1977). Importance - Performance Analysis. *Journal of Marketing. 41* (1), 77-79.

Meads, G., Killoran, A., Ashcroft, J., and Cornish, Y. ( 1999). *Mixing Oil and Water - How can primary care organisations improve health as well as deliver effective health care?* Southhamton: Health Education Authority.

Miles, M. B. and Huberman, A. M. (1994). *Qualitative Data Analysis – An Expanded Sourcebook.* Thousand Oaks, California: Sage.

Moss, S. (2006). Homogeneity of Variance and Covariance. In *MHP5081 Introduction to Multivariate Statistics Unit Book.* Monash University. (pp. 183-191). Retrieved 15 January 2007, from http://www.med.monash.edu.au/intranet/spppm/pgrad/download/mhp5081.pdf

Mordaunt, E. (1999). Not for wimps: The nature of partnership. *British Educational Research Association Annual Conference.* University of Sussex, Brighton. Retrieved 15 June 2001, from Education Line http://www.leeds.ac.uk/educol/documents/00001366.htm

Morgan, R. M. and Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *Journal of Marketing. 58* (3), 20-38.

Mulroy, E. A. (2004). University civic engagement with community-based organizations: Dispersed or coordinated models? In T. M. Soska and A. K. Butterfield (Eds.). *University-Community Partnerships: Universities in Civic Engagement* (pp. 35-52). Binghampton, New York: Haworth Social Work Practice Press.

Neslin, S. A. (1981). Linking product features to perceptions: Self stated versus statistically revealed importance weights. *Journal of Marketing. 18* (1), 80-86.

Nutbeam, D. (1998). Promoting the health of Australians - how strong is our infrastructure support? *Australian and New Zealand Journal of Public Health. 22* (3), 301-302.

Oh, H. (2001). Revisiting importance-performance analysis. *Tourism Management. 22,* 617-627.

Pallant, J. (2005). *SPSS Survival Manual - 2nd Edition.* Crows Nest, NSW: Allen and Unwin.

Palmer, A. (1997). Defining relationship marketing: An international perspective. *Management Decision. 35* (4), 319-321.

Pansiri, J. (2006) Strategic alliances in the travel sector: Perceptions and evaluation. In G. B. O'Mahoney and P. A. Whitelaw (Eds.) *CAUTHE - Proceedings of the 16th Annual Conference.* CD ROM. (pp. 1047- 1065) Melbourne: Victoria University.

Parker, B. and Selsky, J. W. (2004). Interface dynamics in cause-based partnerships: An exploration of emergent culture. *Nonprofit and Voluntary Sector Quarterly. 33*(3), 458 – 488.

Patton, M. Q. (1990). *Qualitative Evaluation and Research Methods – 2nd Edition.* Newbury Park, California: Sage.

Paun, D. A. (1997). A study of "best" versus "average" buyer-seller relationships. *Journal of Business Research. 39* (1), 13-21.

Powell, M. and Glendinning, C. (2002). Introduction. In C. Glendinning, M. Powell, & K. Rummery (Eds.). *Partnerships, New Labour and the Governance of Welfare* (pp. 1-14), Bristol: Policy Press.

Pressy, A. D. and Matthews, B. P. (2000). Barriers to relationship marketing in consumer retailing. *Journal of Services Marketing. 14* (3), 272-286.

Provan, K. G., Isett, K. R. and Milward, H. B. (2004). Cooperation and compromise: A network response to conflicting institutional pressures in community health. *Nonprofit and Voluntary Sector Quarterly. 33*(3), 489-514.

Putnam, R. D. (1995). Bowling alone: America's declining social capital. *Journal of Democracy. 6* (1), 65-78.

Reardon, K. M. (1999). A sustainable community / university partnership. *Liberal Education. 85* (3), 20-26.

Ritchie, B. W. (1998) Bicycle tourism in the South Island of New Zealand: planning and management issues. *Tourism Management. 19* (6), 567-582.

Ritchie, B. and Priddle, M. (2000). International and domestic university students and tourism: The case of the Australian Capital Territory. Paper presented at the 2000 Council of Australian University Tourism and Hospitality Education Conference. Mt. Buller, Victoria.

Roe, B., Guinness, L., and Rafferty, A. M. (1999). A systematic search of the literature on effectiveness of alliances for health promotion: some methodological issues and their implications for research. *Health Education Journal. 58,* 78-90.

Rossman, J. R. and Schlatter, B. (2003). *Recreation Programming – Designing Leisure Experiences* (4<sup>th</sup> ed.). Champaign, Illinois: Sagamore.

Saffu, K. and Mamman, A. (1999). Mechanics, problems and contributions of tertiary strategic alliances: the case of 22 Australian universities. *The International Journal of Educational Management. 13* (6), 281-286.

Sanyul, P. (2006). Capacity building through partnerships: Intermediary nongovernmental organisations as local and global actors. *Nonprofit and Voluntary Sector Quarterly. 35* (1), 66-82.

Selin, S., & Beason, K. (1991). Interorganisational relations in tourism. *Annals of Tourism Research. 18* (4), 639-652.

Selin, S. and Chavez, D. (1994). Characteristics of successful tourism partnerships: A multiple case study design. *Journal of Park and Recreation Administration. 12* (2), 51-61.

Selin, S. and Myers, N. (1995). Correlates of partnership effectiveness: The Coalition for Unified Recreation in the Eastern Sierra. *Journal of Park and Recreation Administration. 13* (4), 37-46.

Shani, D. (1997). A framework for implementing relationship marketing in the sport industry. *Sport Marketing Quarterly. 6* (2), 9-15.

Shaw, S. and Allen, J. B. (2006). "It basically is a fairly loose arrangement … and that works out fine, really." Analysing the dynamics of an interorganisational partnership. *Sport Management Review. 9,* 203-228.

Sheth, J. (1998). The development of relationship marketing. Paper presented at a Relationship Marketing Workshop. Swinburne University, Melbourne.

Sheth, J. and Parvatiyar, A. (1995a). The evolution of relationship marketing. *International Business Review. 4* (4), 397-418.

Sheth, J. and Parvatiyar, A. (1995b). Relationship marketing in consumer markets: Antecedents and consequences. *Journal of the Academy of Marketing Sciences. 23* (4), 255-271.

Sheth, J. and Parvatiyar, A. (Eds.). (2000). *Handbook of Relationship Marketing.* Thousand Oaks, California: Sage.

Shilbury, D. and Deane, J. (2001). *Sport Management in Australia: An Organisational Overview.* (2nd Ed.). Bentleigh East, Victoria: Strategic Sport Management.

Skok, W., Kophamel, A. and Richarson, I. (2001). Diagnosing information systems success: importance performance maps in the health club industry. *Information Management. 38,* 409-419.

Slack, T. and Parent, M. M. (2006). *Understanding Sport Organisations. The Application of Organisation Theory* (2nd ed.). Champaign, Illinois: Human Kinetics.

Smart Connection Company. (2006). *National Aquatic and Recreation Industry Survey – Interim Report and Results.* South Melbourne: Aquatic and Recreation Institute.

Smith, A. and Stewart, B. (1999). *Sports Management: A Guide to Professional Practice.* St. Leonards, N.S.W.: Allen and Unwin.

Smyth, N. and Drelsma, P. (1998). The Northern Lakes Family Centre - Building social capital to strengthen families through partnerships: A model for the development of services in geographically isolated fringe areas. *Community Quarterly.* Issue 46, 72-87.

Soska, T. M. and Butterfield, A. K. (Eds.). (2004). *University-Community Partnerships: Universities in Civic Engagement.* Binghampton, New York: Haworth Social Work Practice Press.

Sport and Recreation, Victoria (1995) *Community Recreation: Municipal Recreation Planning Guide* Melbourne: Sport and Recreation Victoria.

Sport and Recreation Victoria. (2001a). State Sporting Association Development Program. Melbourne: Sport and Recreation Victoria, State and Regional Development.

Sport and Recreation Victoria. (2001b). *Sport and Recreation Industry Directory.* Melbourne: Sport and Recreation Victoria.

Statistical Working Group of the Sport and Recreation Ministers Council. (1995). *Available Data and Sources for the Sport and Recreation Industry.* Canberra, ACT: Commonwealth of Australia, Sport and Recreation Ministers Council.

Stewart, B., Nicholson, M., Smith, A. and Westerbeek, H. (2004). *Australian Sport: Better by Design? The Evolution of Australian Sport Policy.* London: Routledge.

Sutton, W. A., Lachowetz, T. and Clark, J. (2000). Eduselling: The role of customer education in selling to corporate clients in the sport industry. *International Journal of Sport Marketing and Sponsorship. 2* (2), 145-158.

Tabachnik, B. G. and Fiddell, L. S. (2001). *Using Multivariate Statistics* ( 4th Ed). New York: Harper Collins.

Tashakkori, A. and Teddlie, C. (1998). *Mixed Methodology: Combining Qualitative and Quantitative Approaches.* Thousand Oaks, California: Sage.

Thibault, L. and Harvey, J. (1997). Fostering Interorganisational Linkages in the Canadian Sport Delivery System. *Journal of Sport Management. 11,* 45-68.

Thibault, L., Kikulis, L. M., and Frisby, W. (2004). Partnerships between Local Government Sport and Leisure Departments and the Commercial Sector: Changes, Complexities and Consequences. In T. Slack (Ed.). *The Commercialisation of Sport* (pp. 119-140). London: Routledge.

Tower, J. (1997). Using relationship marketing as a new approach for understanding customer / leisure service provider relationships. D. Rowe and P. Brown (Eds.) *Proceedings ANZALS Conference 1997.* Newcastle, NSW: Australian and New Zealand Association for Leisure Studies and University of Newcastle. pp. 204-210.

Tower, J. (1999). Understanding recreation and sport venue managers relationships with key institutional markets. In *Proceedings of the 1998 International Federation of Park and Recreation Administration Conference.* Melbourne, Victoria: Parks and Leisure Australia.

Tower, J., Gaskin, K., Morris, T., and Spittle, M. (2003). *Evaluation of the 2001 Active Recreation Scheme.* Melbourne: Victoria University and VicHealth.

Tower, J., Gibbs, P., Jago, L., and Deery, M. (2001). *Building Collaborative Relationships: An Examination of the VicHealth Recreation Grants Program.* Melbourne: Victoria University.

Tower, J., Jago, L., and Deery M. (2006). Developing relationships in the sport tourism industry. In B. Mahony and P. Whitelaw. (Eds.) *Proceedings of the 2006 CAUTHE Conference.* Melbourne: Victoria University.

Tushnet, N. C. (1993). *A Guide to Developing Educational Partnerships.* Washington, D. C. and Los Alamitos, California: Office of Educational Research and Improvement and Programs for Improvement of Practice; Southwest Regional Lab.

Uhlik, K. S. (1995). Partnership, Step by Step: A practical model of partnership foundation. *Journal of Park and Recreation Administration. 13* (4), 13-24.

U.S. Department for Human Services, Centers for Disease Control [USDHSCDC] (1999). *Promoting physical activity: A guide for community action.* Windsor, ON: Human Kinetics.

Vamplew, W. Moore, O'Hara, Cashman, R. and Jobling, I. (1997). *The Oxford Companion of Australian Sport.* (2nd ed.). Melbourne: Oxford University Press.

Varadarajan, P. R. and Cunningham, M. H. (2000). Strategic alliances: A synthesis of conceptual foundations. In J. N. Sheth and A. Parvatiyar (Eds.), A. *Handbook of Relationship Marketing.* (pp. 271-302). Thousand Oaks, California: Sage.

Veal, A. J. and Lynch, R. (2001). *Australian Leisure.* (2nd ed.). Frenchs Forrest, NSW: Longman.

Waddock, S. A., and Bannister, B. D. (1991). Correlates of effectiveness and partner satisfaction in social partnerships. *Journal of Organisational Change Management. 4* (2), 64-79.

Walker, R. (2000). *Collaborations and Alliances: A Review for VicHealth.* Melbourne, Victoria: Victorian Health Promotion Foundation.

Walter, A. and Gemunden, H. G. (2000). Bridging the gap between suppliers and customers through relationship promoters: theoretical considerations and empirical results. *Journal of Business and Industrial Marketing. 15* (2/3), 86-105.

Wetzels, M., de Ruyter, K. and van Birgelen, M. (1998). Marketing service relationships: The role of commitment. *Journal of Business and Industrial Marketing. 13* (4/5), 406-423.

Wilson, D. T. (1995). An integrated model of Buyer-seller relationships. *Journal of the Academy of Marketing Science. 23* (4), 335-345.

Wilson, E. J. and Vlosky, R. P. (1997). Partnering relationship activities: Building theory from case study research. *Journal of Business Research. 39* (1), 59-70.

Zikmund, W. G. (1997). *Business Research Methods.* Fort Worth, Texas: The Dryden Group.

Zineldin, M. (2000). Beyond relationship marketing: technologicalship marketing. *Marketing Intelligence and Planning. 18* (1), 9-23.

Appendix 1 – Interview Information.

*Interview Format*

Interview Record Summary Sheet     Date: _____ Time: _____
Consent Form has been received: _____

| | |
|---|---|
| **A**. Participants will be asked to briefly describe the range of agencies that they work with. | |
| **B.** How has the projects with your partners progressed / evolved? | |
| **C1**. How would you describe your relationship with your partners in your programs? | |
| **C2**. What are some of the factors they would identify that made their relationship with your partners **successful?** | |
| **C3.** What are some of the factors they would identify that made their relationship with your partners **unsuccessful?** | |

| | |
|---|---|
| **D. A series of 27 factors have been identified that can be used to characterise the nature of relationships.** <br><br> **How relevant are these factors in how you work with your partners in different projects and programs?** | |
| **D1. Commitment** – a willingness for partners to provide resources and effort from various levels to support the project | |
| **D2. Interdependence / Dependence** – agencies recognise the contribution that each other can make that will be mutually beneficial to achieve the projects goals | |

**How relevant are these factors in how you work with your venue / associations in the delivery of sport programs / events?**

| | |
|---|---|
| **D3. Trust** – belief that the partner in the relationship will act in a way to support the project's positive outcomes | |
| **D4. Communication** – willingness to provide information and negotiate in a variety of ways and settings to work towards the project outcomes | |
| **D5. Shared Goals / Values** – a joint vision and belief regarding the appropriateness and direction of the project | |
| **D6. Benefits / Outcomes** – focus on stated goals and vision would generate a positive result | |
| **D7. Time / continuity** – amount of contact and length of involvement in a relationship | |
| **D8. Roles and Responsibilities** – breadth of knowledge of partners skills and contributions they can make | |
| **D9. Power / parity** – concern with the participation and fairness in the relationship | |
| **D10. Satisfaction** – the evaluative judgement that the relationship activities meet partner expectations | |
| **D11. Cooperation** – each partner takes coordinated actions to achieve mutual outcomes | |

355

**How relevant are these factors in how you work with your venue /
associations in the delivery of sport programs / events?**

| | | |
|---|---|---|
| **D12. Cultural / management styles** – the operation and approach agencies use to undertake various tasks | | |
| **D13. Funding and resource allocation** – partners are expected to contribute staff time, expertise and finances to support the project development | | |
| **D14. Aquiescence / adaptation -** tendency for one partner to alter its processes or policies to accommodate the other party | | |
| **D. 15 Control** – Willingness of partners to share the resources and the financial outcomes of the partnership | | |
| **D16. Structural bonds / propensity to exit** – partners' interest to remain in the partnership based on forces that create impediments to exit | | |
| **D17. Uncertainty / comparison of alternatives** – confidence and predictability that project outcomes are best achieved through partners | | |
| **D18. Functional quality** – the process by which the service is provided or delivered | | |
| **D19. Technical quality** – outcome of the service, i.e., what the customer is actually receiving from the service | | |

**How relevant are these factors in how you work with your venue / associations in the delivery of sport programs / events?**

| | |
|---|---|
| **D20. Shared technology –** The level that one partner values the technology that is provided by another partner in the relationship | |
| **D21. Social bonds –** the nature of the personal relationships that may influence how the partnership is held together | |
| **D22. Appropriate partners -** Agencies and staff involved are appropriate, they have the necessary skills and expertise to address partnership outcomes | |
| **D23. Salient issue -** Partnership requires an issue or problem that all partners agree warrants resolution | |
| **D24. Clear plan and evaluation -** A tangible focus for the partnership to know what they want to achieve, a specific process for resolving matters that are not clear and **t**o know how the project / partnership is progressing | |
| **D25. Leadership -** Individual personal skills such as motivation, commitment, enthusiasm, vision, patience, open mindedness, perseverance, and an ability to get people excited and programs delivered | |
| **D26. Propensity for risk taking -** Capacity to go out on a limb, bend the rules and push the envelope with special attention to rigid personnel and financial systems from government agencies | |

**How relevant are these factors in how you work with your venue / associations in the delivery of sport programs / events?**

| | |
|---|---|
| **D27. Proximity** – Close geographic access | |
| **E.** Are there any other issues you want to discuss regarding how relationships are managed with your project partner? | |
| The participants will be thanked and an explanation will be provided for how this data will be analysed and then used in the development of the quantitative phase of the study. | |

Appendix 2 Questionnaire

Victoria University of Technology
PO Box 14428          **John Tower**
Melbourne City        Recreation and Sport Management
MC 8001 Australia     Phone 9919 4741
                      Facsimile 9919 4891

29 June 2005

Dear Sport Centre Manager

Establishing and managing a good relationship is crucial to building business between sport facilities, and sport associations and clubs. Unfortunately, little is known about how sport facilities and sport associations manage their relationships. You are invited to participate in a research project that will assist sport venues, like yours, to better manage your relationships with sport associations. The results of this research will identify the most important factors to be managed so sport venues and sport associations can build more positive relationships.

This study is part of my Ph. D research at Victoria University. Your completed questionnaire will contribute to the development of sport across the community. Findings from the research will be used to generate information for the sporting community through reports and conferences so you will be able to see how your confidential response has contributed.

As an inducement for you to complete the questionnaire Victoria University, through the Recreation Research Unit, will donate $1.50 to the Australian Sport Foundation for every successfully completed questionnaire (information about the ASF will be enclosed with the questionnaire).

It is likely that other staff at your venue, such as Duty Managers, are also involved in the relationship with sport clubs and associations, so their input to the research will be most helpful. Please pass on the additional questionnaire package to other relevant staff at your venue.

Please complete the enclosed questionnaire and return it in the Reply Paid envelope. Systems are in place to ensure the absolute confidentiality of your responses to this questionnaire. Your involvement, and the involvement of your colleagues in this research are strictly voluntary. Please contact me at the phone or email above if you have any questions.

Respectfully

John Tower

This research has been approved by the University Ethics Committees. Your completion and return of the questionnaire using the Reply Paid Envelope will entail consent to participate in the research.

If you have any questions about this research that cannot be answered by the researcher, then please contact:

Secretary, University Human Research Ethics Committee, Victoria University of Technology, PO Box 14428 Melbourne City, Melbourne, 8001 (telephone no: 03-9919 4710).

Any queries about your participation in this project may be directed to the researcher, John Tower, Senior Lecturer, School of Human Movement, Recreation and Performance, Victoria University - ph. 03 9919 4741. If you have any queries or complaints about the way you have been treated, you may contact the Secretary, University Human Research Ethics Committee, Victoria University of Technology, PO Box 14428 MCMC, Melbourne, 8001 (telephone no: 03-9919 4710).

# Understanding the relationships between sport venues and sport clubs / associations questionnaire

The purpose of this survey is to determine the style and strength of the relationships between your venue and the clubs and associations that use your venue for sport activities.

Please complete each question by circling the answer or filling in the blank that best reflects how you and the sport clubs and associations worked in the delivery of the programs at your venue. These variables have been identified through a comprehensive review of relevant literature and discussions with sport centre managers and sport clubs.

Please note that for every successfully completed questionnaire that Victoria University's Recreation Research Unit will contribute $1.50 to the Australian Sport Foundation.

Completing the questionnaire should take around 15 minutes. <u>Please return your completed questionnaire by 18 July 2005.</u>

All of your responses will remain confidential.

---

**Section 1 - Agency Profile** – Please provide some information regarding your sport venue. Please circle only one answer that best describes your sport venue and your position in the venue.

---

**A.     How would you describe your sport venue?**

1. Court sport - Single sport, eg. Netball
2. Court sport - Multi-sport, e.g. two or more sports
3. Swimming Pool for training and competition
4. Swimming Pool and Court sports.
5. Other – please indicate _____

**B.     Where is your sport venue located?**

1. Metropolitan Melbourne
2. Provincial town
3. Country town
3. Rural setting

**C     What is your main role in your sport venue?**

1. Manager / Senior administrator
2. Program administrator
3. Duty Manager
4. Program delivery
5. Other – please indicate _____

**Section 2 – Analysis of the factors that influence your relationship with sport centres.**

**Instructions – Please read these instructions carefully –** Twenty-four items have been identified that impact on relationships. Each item has an explanation that relates to relationships and partnerships between sport centres and sport associations / clubs.

Please rate each of these factors at two or three different levels –

- Initially, circle the number that best indicates the **importance** of the factor in regard to its impact on relationships between your sport centre and sport club / associations. Please Circle NA (Not Applicable) if you think the factor is not relevant to your relationships.
- Secondly, reflect on your best (or only) sport club / association relationship and circle the number that best indicates the **performance** or impact this item has on your relationship.
- Thirdly, if you more than one sport club / association usage, reflect on your worst sport club / association relationship and circle the number that best reflects the performance or impact this item has on your relationship. Circle NA (Not Applicable) if you do not have a relationship with another sport club / association.

**Example:**

**Cleanliness** – the sport club / association and sport centre work collaboratively to make sure the centre is always clean

| Importance of this factor on relationships | Performance of this factor on your best (or only) club or association's relationship | Performance of this factor on your worst sport club / association relationship. |
|---|---|---|
| Not Important　　　Extremely Important<br>1　2　3　4　5　⑥　7　NA | Very Poor　　　　Excellent<br>Performance　　Performance<br>1　2　3　4　⑤　6　7 | Very Poor　　　　Excellent<br>Performance　　Performance<br>NA　1　②　3　4　5　6　7 |

**A. Commitment** – Willingness for both partners to provide resources, effort and time from various levels to support the relationship.

| Importance of this factor on relationships | Performance of this factor on your best (or only) club or association's relationship | Performance of this factor on your worst club or association's relationship |
|---|---|---|
| Not Important　　　Extremely Important<br>1　2　3　4　5　6　7　NA | Very Poor　　　　Excellent<br>Performance　　Performance<br>1　2　3　4　5　6　7 | Very Poor　　　　Excellent<br>Performance　　Performance<br>NA　1　2　3　4　5　6　7 |

**B. Interdependence / Dependence** – Both partners recognise the contribution that each other can make that will be mutually beneficial to achieve the relationship's goals.

| Importance of this factor on relationships | Performance of this factor on your best (or only) club or association's relationship | Performance of this factor on your worst club or association's relationship |
|---|---|---|
| Not Important　　　Extremely Important<br>1　2　3　4　5　6　7　NA | Very Poor　　　　Excellent<br>Performance　　Performance<br>1　2　3　4　5　6　7 | Very Poor　　　　Excellent<br>Performance　　Performance<br>NA　1　2　3　4　5　6　7 |

**C. Trust** – Belief that the partner in the relationship will act in a way to support the relationship's positive outcomes.

| Importance of this factor on relationships | Performance of this factor on your best (or only) club or association's relationship | Performance of this factor on your worst club or association's relationship |
|---|---|---|
| Not Important     Extremely Important<br>1   2   3   4   5   6   7   NA | Very Poor Performance    Excellent Performance<br>1   2   3   4   5   6   7 | Very Poor Performance    Excellent Performance<br>NA   1   2   3   4   5   6   7 |

**D. Communication** – Willingness to provide information and negotiate in a variety of ways and settings such as formal and informal discussions, phone calls, meetings, etc. to work towards relationship outcomes.

| Importance of this factor on relationships | Performance of this factor on your best (or only) club or association's relationship | Performance of this factor on your worst club or association's relationship |
|---|---|---|
| Not Important     Extremely Important<br>1   2   3   4   5   6   7   NA | Very Poor Performance    Excellent Performance<br>1   2   3   4   5   6   7 | Very Poor Performance    Excellent Performance<br>NA   1   2   3   4   5   6   7 |

**E. Shared Goals / Values** – A common vision and beliefs regarding the appropriateness and direction of the relationship.

| Importance of this factor on relationships | Performance of this factor on your best (or only) club or association's relationship | Performance of this factor on your worst club or association's relationship |
|---|---|---|
| Not Important     Extremely Important<br>1   2   3   4   5   6   7   NA | Very Poor Performance    Excellent Performance<br>1   2   3   4   5   6   7 | Very Poor Performance    Excellent Performance<br>NA   1   2   3   4   5   6   7 |

**F. Benefits / Outcomes** – Focus on stated goals and vision would generate a mutually beneficial result.

| Importance of this factor on relationships | Performance of this factor on your best (or only) club or association's relationship | Performance of this factor on your worst club or association's relationship |
|---|---|---|
| Not Important     Extremely Important<br>1   2   3   4   5   6   7   NA | Very Poor Performance    Excellent Performance<br>1   2   3   4   5   6   7 | Very Poor Performance    Excellent Performance<br>NA   1   2   3   4   5   6   7 |

**G. Longevity** – Amount of contact and length of time of involvement for a relationship to evolve.

| Importance of this factor on relationships | Performance of this factor on your best (or only) club or association's relationship | Performance of this factor on your worst club or association's relationship |
|---|---|---|
| Not Important     Extremely Important<br>1   2   3   4   5   6   7   NA | Very Poor Performance    Excellent Performance<br>1   2   3   4   5   6   7 | Very Poor Performance    Excellent Performance<br>NA   1   2   3   4   5   6   7 |

**H. Staff Roles and Responsibilities** – Breadth of knowledge of partners' skills and
contributions they can make.

| Importance of this factor on relationships | Performance of this factor on your <u>best (or only)</u> club or association's relationship | Performance of this factor on your <u>worst</u> club or association's relationship |
|---|---|---|
| Not        Extremely<br>Important     Important<br>1  2  3  4  5  6  7  NA | Very Poor      Excellent<br>Performance    Performance<br>1   2   3   4   5   6   7 | Very Poor      Excellent<br>Performance    Performance<br>NA  1   2   3   4   5   6   7 |

**I. Power / Control** – Concern with the participation and fairness in the relationship, i.e.
willingness of partners to share decisions, resources and outcomes of relationship.

| Importance of this factor on relationships | Performance of this factor on your <u>best (or only)</u> club or association's relationship | Performance of this factor on your <u>worst</u> club or association's relationship |
|---|---|---|
| Not        Extremely<br>Important     Important<br>1  2  3  4  5  6  7  NA | Very Poor      Excellent<br>Performance    Performance<br>1   2   3   4   5   6   7 | Very Poor      Excellent<br>Performance    Performance<br>NA  1   2   3   4   5   6   7 |

**J. Satisfaction** – The judgment that the relationship activities meet everyone's expectations.

| Importance of this factor on relationships | Performance of this factor on your <u>best (or only)</u> club or association's relationship | Performance of this factor on your <u>worst</u> club or association's relationship |
|---|---|---|
| Not        Extremely<br>Important     Important<br>1  2  3  4  5  6  7  NA | Very Poor      Excellent<br>Performance    Performance<br>1   2   3   4   5   6   7 | Very Poor      Excellent<br>Performance    Performance<br>NA  1   2   3   4   5   6   7 |

**K. Cooperation** – Each partner takes coordinated actions to achieve mutual outcomes.

| Importance of this factor on relationships | Performance of this factor on your <u>best (or only)</u> club or association's relationship | Performance of this factor on your <u>worst</u> club or association's relationship |
|---|---|---|
| Not        Extremely<br>Important     Important<br>1  2  3  4  5  6  7  NA | Very Poor      Excellent<br>Performance    Performance<br>1   2   3   4   5   6   7 | Very Poor      Excellent<br>Performance    Performance<br>NA  1   2   3   4   5   6   7 |

**L. Management Styles** – The operations, administration arrangements and processes
agencies use to undertake various tasks.

| Importance of this factor on relationships | Performance of this factor on your <u>best (or only)</u> club or association's relationship | Performance of this factor on your <u>worst</u> club or association's relationship |
|---|---|---|
| Not        Extremely<br>Important     Important<br>1  2  3  4  5  6  7  NA | Very Poor      Excellent<br>Performance    Performance<br>1   2   3   4   5   6   7 | Very Poor      Excellent<br>Performance    Performance<br>NA  1   2   3   4   5   6   7 |

**M. Funding and Resource Allocation** – Partners are expected to contribute staff time, expertise and finances to support the relationship development

| Importance of this factor on relationships | Performance of this factor on your <u>best (or only)</u> club or association's relationship | Performance of this factor on your <u>worst</u> club or association's relationship |
|---|---|---|
| Not       Extremely<br>Important    Important<br>1   2   3   4   5   6   7   NA | Very Poor      Excellent<br>Performance    Performance<br>1   2   3   4   5   6   7 | Very Poor      Excellent<br>Performance    Performance<br>NA   1   2   3   4   5   6   7 |

**N. Adaptation -** Tendency for one partner to be flexible and alter its processes or policies to accommodate the other party

| Importance of this factor on relationships | Performance of this factor on your <u>best (or only)</u> club or association's relationship | Performance of this factor on your <u>worst</u> club or association relationship |
|---|---|---|
| Not       Extremely<br>Important    Important<br>1   2   3   4   5   6   7   NA | Very Poor      Excellent<br>Performance    Performance<br>1   2   3   4   5   6   7 | Very Poor      Excellent<br>Performance    Performance<br>NA   1   2   3   4   5   6   7 |

**O. Quality –** Outcome of the service, i.e., what the customer is actually receiving from the service, and the process by which the service is delivered, meets or exceeds expectations.

| Importance of this factor on relationships | Performance of this factor on your <u>best (or only)</u> club or association's relationship | Performance of this factor on your <u>worst</u> club or association's relationship |
|---|---|---|
| Not       Extremely<br>Important    Important<br>1   2   3   4   5   6   7   NA | Very Poor      Excellent<br>Performance    Performance<br>1   2   3   4   5   6   7 | Very Poor      Excellent<br>Performance    Performance<br>NA   1   2   3   4   5   6   7 |

**P. Shared Technology –** The level that one partner values the technology that is provided by another partner in the relationship.

| Importance of this factor on relationships | Performance of this factor on your <u>best (or only)</u> club or association's relationship | Performance of this factor on your <u>worst</u> club or association's relationship |
|---|---|---|
| Not       Extremely<br>Important    Important<br>1   2   3   4   5   6   7   NA | Very Poor      Excellent<br>Performance    Performance<br>1   2   3   4   5   6   7 | Very Poor      Excellent<br>Performance    Performance<br>NA   1   2   3   4   5   6   7 |

**Q. Social Bonds –** The nature of the personal relationships that may influence how the relationship is held together.

| Importance of this factor on relationships | Performance of this factor on your <u>best (or only)</u> club or association's relationship | Performance of this factor on your <u>worst</u> club or association's relationship |
|---|---|---|
| Not       Extremely<br>Important    Important<br>1   2   3   4   5   6   7   NA | Very Poor      Excellent<br>Performance    Performance<br>1   2   3   4   5   6   7 | Very Poor      Excellent<br>Performance    Performance<br>NA   1   2   3   4   5   6   7 |

**R. Appropriate partners -** Agencies and staff (including volunteers) involved are appropriate, they have the necessary skills, expertise and contacts to address relationship outcomes.

| Importance of this factor on relationships | Performance of this factor on your best (or only) club or association's relationship | Performance of this factor on your worst club or association's relationship |
|---|---|---|
| Not        Extremely<br>Important     Important<br>1  2  3  4  5  6  7  NA | Very Poor     Excellent<br>Performance    Performance<br>1  2  3  4  5  6  7 | Very Poor     Excellent<br>Performance    Performance<br>NA  1  2  3  4  5  6  7 |

**S. Relevant issue -** Relationship requires an issue or problem that all partners agree warrants resolution.

| Importance of this factor on relationships | Performance of this factor on your best (or only) club or association's relationship | Performance of this factor on your worst club or association's relationship |
|---|---|---|
| Not        Extremely<br>Important     Important<br>1  2  3  4  5  6  7  NA | Very Poor     Excellent<br>Performance    Performance<br>1  2  3  4  5  6  7 | Very Poor     Excellent<br>Performance    Performance<br>NA  1  2  3  4  5  6  7 |

**T. Clear plan and evaluation -** A tangible focus for the relationship, appropriately documented, to know what they want to achieve, a process for resolving matters that are not clear, and systems to monitor how the partnership / project is progressing.

| Importance of this factor on relationships | Performance of this factor on your best (or only) club or association's relationship | Performance of this factor on your worst club or association's relationship |
|---|---|---|
| Not        Extremely<br>Important     Important<br>1  2  3  4  5  6  7  NA | Very Poor     Excellent<br>Performance    Performance<br>1  2  3  4  5  6  7 | Very Poor     Excellent<br>Performance    Performance<br>NA  1  2  3  4  5  6  7 |

**U. Leadership -** Leadership in the relationship with individual skills such as motivation, commitment, enthusiasm, vision, patience, open mindedness, perseverance, and an ability to get people excited

| Importance of this factor on relationships | Performance of this factor on your best (or only) club or association's relationship | Performance of this factor on your worst club or association's relationship |
|---|---|---|
| Not        Extremely<br>Important     Important<br>1  2  3  4  5  6  7  NA | Very Poor     Excellent<br>Performance    Performance<br>1  2  3  4  5  6  7 | Very Poor     Excellent<br>Performance    Performance<br>NA  1  2  3  4  5  6  7 |

**V. Willingness to be flexible -** Capacity to go out on a limb, bend the rules and push the envelope with special attention to rigid personnel and financial systems from government agencies

| Importance of this factor on relationships | Performance of this factor on your best (or only) club or association's relationship | Performance of this factor on your worst club or association's relationship |
|---|---|---|
| Not        Extremely<br>Important     Important<br>1  2  3  4  5  6  7  NA | Very Poor     Excellent<br>Performance    Performance<br>1  2  3  4  5  6  7 | Very Poor     Excellent<br>Performance    Performance<br>NA  1  2  3  4  5  6  7 |

**W. Proximity -** Close geographic location

| Importance of this factor on relationships | Performance of this factor on your best (or only) club or association's relationship | Performance of this factor on your worst club or association's relationship |
|---|---|---|
| Not          Extremely<br>Important      Important<br>1  2  3  4  5  6  7  NA | Very Poor       Excellent<br>Performance    Performance<br>1  2  3  4  5  6  7 | Very Poor       Excellent<br>Performance    Performance<br>NA  1  2  3  4  5  6  7 |

**X. Facility –** The level one partner values the facility and equipment that is provided by another partner in the relationship.

| Importance of this factor on relationships | Performance of this factor on your best (or only) club or association's relationship | Performance of this factor on your worst club or association's relationship |
|---|---|---|
| Not          Extremely<br>Important      Important<br>1  2  3  4  5  6  7  NA | Very Poor       Excellent<br>Performance    Performance<br>1  2  3  4  5  6  7 | Very Poor       Excellent<br>Performance    Performance<br>NA  1  2  3  4  5  6  7 |

---

**Section 2A – Overall Analysis of Relationship Importance and Performance**.
Please respond to each question to make an assessment of the overall importance and performance of your relationships with the sport clubs and associations by circling the appropriate rating.

---

**A. Overall rating of the Importance of the relationship with sport clubs and associations in the management of your venue.**

| **Importance** of relationships with sport clubs and associations |
|---|
| Not Important         Extremely Important<br>1     2     3     4     5     6     7 |

**B. Overall rating of the Performance of the partnership with your best (or only) sporting club or association.**

| **Performance** of relationships with sport clubs and associations |
|---|
| Very Poor         Excellent<br>Performance       Performance<br>1     2     3     4     5     6     7 |

**C. Overall rating of the Performance of the partnership with your worst (if applicable) sporting club or association.**

| **Performance** of relationships with sport clubs and associations |
|---|
| Very Poor         Excellent<br>Performance       Performance<br>1     2     3     4     5     6     7 |

**D.** The following is a list of the 24 factors that you have rated**. Please write in the spaces below the first, second, and third most Important factors** that you think influence a relationship with sport clubs and associations.


**D1.** **Most Important Factor** _____

**D2.** **2nd Most Important Factor** _____

**D3.** **3rd Most Important Factor** _____

| Factors | EXPLANATION |
|---|---|
| Adaptation | Tendency for one partner to be flexible and alter its processes or policies to accommodate the other party |
| Appropriate partners | Agencies and staff (including volunteers) involved are appropriate; they have the necessary skills, expertise and contacts to address partnership outcomes. |
| Benefits / outcomes | Focus on stated goals and vision would generate a mutually beneficial result |
| Clear plan and evaluation | A tangible focus for the partnership, appropriately documented, to know what they want to achieve, a process for resolving matters that are not clear, and systems to monitor how the partnership / project is progressing. |
| Commitment | A willingness for both partners to provide resources, effort and time from various levels to support the relationship. |
| Communication | Willingness to provide information and negotiate in a variety of ways and settings such as formal and informal discussions, phone calls, meetings, etc. to work towards project outcomes. |
| Cooperation | Each partner takes coordinated actions to achieve mutual outcomes |
| Facility | The level that on partner values the facility and equipment that is provided by another partner in the relationship |
| Funding and resource allocation | Partners are expected to contribute staff time, expertise and finances to support the project development |
| Interdependence / dependence | Both partners recognise the contribution that each other can make that will be mutually beneficial to achieve the relationship's goals |
| Leadership | Leadership in the relationship with individual skills such as motivation, commitment, enthusiasm, vision, patience, open mindedness, perseverance, and an ability to get people excited |
| Longevity | Amount of contact and length of time of involvement for a relationship to evolve |
| Management styles | The operations, administration arrangements and processes agencies use to undertake various tasks |
| Power / control | Concern with the participation and fairness in the relationship, i.e. willingness of partners to share decisions, resources and outcomes of relationship |
| Proximity | Close geographic location |
| Quality | Outcome of the service, i.e., what the customer is actually receiving from the service, and the process by which the service is delivered, meets or exceeds expectations. |
| Relevant issue | Partnership requires an issue or problem that all partners agree warrants resolution. |
| Satisfaction | The judgment that the relationship activities meet everyone's expectations |
| Shared goals / values | A common vision and beliefs regarding the appropriateness and direction of the relationship |
| Shared technology | The level that one partner values the technology that is provided by another partner in the relationship |
| Social bonds | The nature of the personal relationships that may influence how the partnership is held together |
| Staff roles and responsibilities | Breadth of knowledge of partners' skills and contributions they can make |
| Trust | Belief that the partner in the relationship will act in a way to support the relationship's positive outcomes |
| Willingness to be flexible | Capacity to go out on a limb, bend the rules and push the envelope with special attention to rigid personnel and financial systems from government agencies |

**Section 3 – Relationship outcomes / achievements** – Successful relationships are able to generate a range of outcomes. These outcomes can often be attributed to the relationship. Please circle one number that best represents the level of achievement that can be attributed to your relationship with sport club or association. Please circle N A (Not Applicable) if you think the relationship outcome is not applicable to your relationship with sport clubs or associations

| *Relationship Outcomes / Achievements attributed to the relationship* | Not an Achievement ← → Very Strong Achievement |
|---|---|
| A. Problems can be solved more easily | 1  2  3  4  5  6  7  N A |
| B. Increased usage for your venue and the club. | 1  2  3  4  5  6  7  N A |
| C. Develop sense of community ownership and pride | 1  2  3  4  5  6  7  N A |
| D. Produce cost and other resource savings | 1  2  3  4  5  6  7  N A |
| E. Provide possibilities for increased revenue, funding and resources | 1  2  3  4  5  6  7  N A |
| F. Provide increased services | 1  2  3  4  5  6  7  N A |
| G. Increased community involvement and support | 1  2  3  4  5  6  7  N A |
| H. Reduce service duplication and increased use of complementary resources | 1  2  3  4  5  6  7  N A |
| I. Enhance stability | 1  2  3  4  5  6  7  N A |
| J. Enhance the legitimacy or credibility of one or more of the partners | 1  2  3  4  5  6  7  N A |
| K. Help develop new ideas and approaches | 1  2  3  4  5  6  7  N A |
| L. Provide more experience and knowledge of a program | 1  2  3  4  5  6  7  N A |
| M. Increase capabilities of managers | 1  2  3  4  5  6  7  N A |
| N. Assist in the development of cooperative marketing strategies | 1  2  3  4  5  6  7  N A |
| O. Improve communication networks | 1  2  3  4  5  6  7  N A |
| P. Increase lobbying strength | 1  2  3  4  5  6  7  N A |
| Q. Better use of limited resources | 1  2  3  4  5  6  7  N A |
| R. Increased organisational flexibility | 1  2  3  4  5  6  7  N A |
| S. Share the power of leaders and other influential people | 1  2  3  4  5  6  7  N A |
| T. Increased awareness of programs to different community sectors | 1  2  3  4  5  6  7  N A |
| U. Able to reach more diverse people or minority groups | 1  2  3  4  5  6  7  N A |
| V. Assist in producing a bigger impact | 1  2  3  4  5  6  7  N A |

---

**Section 4 – The nature of your relationship with the sport club or association.**
Please follow the directions for each of the last two questions.

---

A.      Please circle the number of the Relationship Level that represents the nature of your "relationship" with the sport club or association that has the <u>best </u>(or only) relationship with your venue (**choose only one option**):

| | Relationship Level | DESCRIPTION |
|---|---|---|
| 1. | Tenant – Landlord | Club / association has usage of a sport centre based on hire arrangements with a written agreement or contract. |
| 2. | Strategic alliance | The club / association and sport centre commit resources for a strategic purpose that will benefit both parties through an ongoing relationship |
| 3. | Integrated collaboration | The club / association and sport centre work so closely together that they virtually form a single entity. |

B.      Please circle the Relationship Level that represents the nature of your "relationship" with the sport club or association that has the <u>worst</u> relationship with your venue (**choose only one option**):

| | Relationship Level | DESCRIPTION |
|---|---|---|
| 1. | Tenant – Landlord | Club / association has usage of a sport centre based on hire arrangements with a written agreement or contract. |
| 2. | Strategic alliance | The club / association and sport centre commit resources for a strategic purpose that will benefit both parties through an ongoing relationship |
| 3. | Integrated collaboration | The club / association and sport centre work so closely together that they virtually form a single entity. |

**Please share any other comments regarding the relationship between your sport centre and the sport clubs / associations that use it.**

Thank you for completing the survey – please return the completed questionnaire in the reply paid envelope by 11 July 2005.

For more information contact:
John Tower - Telephone 9919 4741 or email John.Tower@vu.edu.au

Victoria University of Technology
PO Box 14428
Melbourne City
MC 8001 Australia

**John Tower**
Recreation and Sport Management
Phone 9919 4741
Email: John.Tower@vu.edu.au

*Relationships Between Sport Clubs / Associations and Sport Venues Research*

21 June 2005

Dear Madam or Sir

Establishing and managing a good relationship is crucial to building business between sport associations and clubs and the sport facilities they use for training and competitions. Unfortunately, little is known about how sport facilities and sport associations manage their relationships. You are invited to participate in a research project that will assist sport associations, like yours, to better manage your relationships with sport centres. The results of this research will identify the most important factors to be managed so sport clubs / associations and sport centres can build more positive relationships.

This study is part of my Ph. D research at Victoria University. Your completed questionnaire will contribute to the development of sport across the community. Findings from the research will be used to generate information for the sporting community through reports and conferences so you will be able to see how your confidential response has contributed.

As an inducement for you to complete the questionnaire Victoria University, through the Recreation Research Unit, will donate $1.50 to the Australian Sport Foundation (ASF) for every successfully completed questionnaire (information about the ASF is enclosed).

It is likely that other staff in your association, such as coaches and officials, are also involved in the relationship with sport centres, so their input to the research will be most helpful. Please pass on the additional questionnaire package to another relevant person in your association / club.

Please complete the enclosed questionnaire and return it in the Reply Paid envelope before 11 July 2005. Systems are in place to ensure the absolute confidentiality of your responses to this questionnaire. Your involvement, and the involvement of your colleagues in this research are strictly voluntary. Please contact me at the phone or email above if you have any questions.

Respectfully

John R. Tower

This research has been approved by the University Ethics Committees. Your completion and return of the questionnaire using the Reply Paid Envelope will entail consent to participate in the research.

If you have any questions about this research that cannot be answered by the researcher, then please contact:

Secretary, University Human Research Ethics Committee, Victoria University of

Technology, PO Box 14428 Melbourne City, Melbourne, 8001 (telephone no: 03-9919

4710).

Any queries about your participation in this project may be directed to the researcher, John Tower, Senior Lecturer, School of Human Movement, Recreation and Performance, Victoria University - ph. 03 9919 4741. If you have any queries or complaints about the way you have been treated, you may contact the Secretary, University Human Research Ethics Committee, Victoria University of Technology, PO Box 14428 MCMC, Melbourne, 8001 (telephone no: 03-9919 4710).

# Understanding the relationships between sport venues and sport clubs / associations questionnaire

The purpose of this survey is to determine the style and strength of the relationships between your club / association and the sport centres you use for training and competition.

Please complete each question by circling the answer or filling in the blank that best reflects how you and the sport centre worked in the delivery of the programs of your club / association. These variables have been identified through a comprehensive review of relevant literature and discussions with sport centre managers and sport clubs.

Please note that for every successfully completed questionnaire that Victoria University's Recreation Research Unit will contribute $1.50 to the Australian Sport Foundation.

Completing the questionnaire should take around 15 minutes. Please return your completed questionnaire by 11 July 2005.

All of your responses will remain confidential.

Section 1 - Agency Profile – Please provide some information regarding your sport club / association. Please circle only one answer that best describes your sport club / association and your position in the club / association.

**A.   How would you describe your club or association?**

1. Single sport, eg. Swimming
2. 2. Multi-sport, e.g. two or more sports such as Squash and Racquetball

**B.   Where is your club / association located?**

4. Metropolitan Melbourne
5. Provincial town
6. Country town
3. Rural setting

**C   What is your main role in your club / association? (choose only one)**

a. Club administrator
b. Coach
c. Club official / referee
d. Other _____

**Section 2 – Analysis of the factors that influence your relationship with sport centres.**
**Instructions – Please read these instructions carefully –** Twenty-four items have been identified that impact on relationships. Each item has an explanation that relates to relationships and partnerships between sport associations / clubs and sport centres.

Please rate each of these factors at two or three different levels –

- Initially, circle the number that best indicates the **importance** of the factor in regard to its impact on relationships between your club/ association and sport centres. Please Circle NA (Not Applicable) if you think the factor is not relevant to your relationships.
- Secondly, reflect on your best (or only) sport centre relationship and circle the number that best indicates the **performance** or impact this item has on your relationship.
- Thirdly, if you use more than one sport centre, reflect on your worst sport centre relationship and circle the number that best reflects the performance or impact this item has on your relationship. Circle NA (Not Applicable) if you do not have a relationship with another sport centre.

**Example:**

**Cleanliness** – the sport club / association and sport centre work collaboratively to make sure the centre is always clean

| Importance of this factor on relationships | Performance of this factor on your best (or only) sport centre relationship | Performance of this factor on your worst sport centre relationship. |
|---|---|---|
| Not Important     Extremely Important <br> 1  2  3  4  5 (6) 7  NA | Very Poor    Excellent <br> Performance    Performance <br> 1  2  3  4 (5) 6  7 | Very Poor    Excellent <br> Performance    Performance <br> NA 1 (2) 3  4  5  6  7 |

**A. Commitment** – Willingness for both partners to provide resources, effort and time from various levels to support the relationship.

| Importance of this factor on relationships | Performance of this factor on your best (or only) sport centre relationship | Performance of this factor on your worst sport centre relationship. |
|---|---|---|
| Not Important     Extremely Important <br> 1  2  3  4  5  6  7  NA | Very Poor    Excellent <br> Performance    Performance <br> 1  2  3  4  5  6  7 | Very Poor    Excellent <br> Performance    Performance <br> NA  1  2  3  4  5  6  7 |

**B. Interdependence / Dependence** – Both partners recognise the contribution that each other can make that will be mutually beneficial to achieve the relationship's goals

| Importance of this factor on relationships | Performance of this factor on your best (or only) sport centre relationship | Performance of this factor on your worst sport centre relationship. |
|---|---|---|
| Not Important     Extremely Important <br> 1  2  3  4  5  6  7  NA | Very Poor    Excellent <br> Performance    Performance <br> 1  2  3  4  5  6  7 | Very Poor    Excellent <br> Performance    Performance <br> NA  1  2  3  4  5  6  7 |

**C. Trust** – Belief that the partner in the relationship will act in a way to support the relationship's positive outcomes

| Importance of this factor on relationships | Performance of this factor on your best (or only) sport centre relationship | Performance of this factor on your worst sport centre relationship. |
|---|---|---|
| Not Important      Extremely Important <br> 1   2   3   4   5   6   7   NA | Very Poor Performance    Excellent Performance <br> 1   2   3   4   5   6   7 | Very Poor Performance    Excellent Performance <br> NA   1   2   3   4   5   6   7 |

**D. Communication** – Willingness to provide information and negotiate in a variety of ways and settings such as formal and informal discussions, phone calls, meetings, etc. to work towards relationship outcomes.

| Importance of this factor on relationships | Performance of this factor on your best (or only) sport centre relationship | Performance of this factor on your worst sport centre relationship. |
|---|---|---|
| Not Important      Extremely Important <br> 1   2   3   4   5   6   7   NA | Very Poor Performance    Excellent Performance <br> 1   2   3   4   5   6   7 | Very Poor Performance    Excellent Performance <br> NA   1   2   3   4   5   6   7 |

**E. Shared Goals / Values** – A common vision and beliefs regarding the appropriateness and direction of the relationship.

| Importance of this factor on relationships | Performance of this factor on your best (or only) sport centre relationship | Performance of this factor on your worst sport centre relationship. |
|---|---|---|
| Not Important      Extremely Important <br> 1   2   3   4   5   6   7   NA | Very Poor Performance    Excellent Performance <br> 1   2   3   4   5   6   7 | Very Poor Performance    Excellent Performance <br> NA   1   2   3   4   5   6   7 |

**F. Benefits / Outcomes** – Focus on stated goals and vision would generate a mutually beneficial result

| Importance of this factor on relationships | Performance of this factor on your best (or only) sport centre relationship | Performance of this factor on your worst sport centre relationship. |
|---|---|---|
| Not Important      Extremely Important <br> 1   2   3   4   5   6   7   NA | Very Poor Performance    Excellent Performance <br> 1   2   3   4   5   6   7 | Very Poor Performance    Excellent Performance <br> NA   1   2   3   4   5   6   7 |

**G. Longevity** – Amount of contact and length of time of involvement for a relationship to evolve

| Importance of this factor on relationships | Performance of this factor on your best (or only) sport centre relationship | Performance of this factor on your worst sport centre relationship. |
|---|---|---|
| Not Important      Extremely Important <br> 1   2   3   4   5   6   7   NA | Very Poor Performance    Excellent Performance <br> 1   2   3   4   5   6   7 | Very Poor Performance    Excellent Performance <br> NA   1   2   3   4   5   6   7 |

**H. Staff Roles and Responsibilities** – Breadth of knowledge of partners' skills and
contributions they can make

| Importance of this factor on relationships | Performance of this factor on your best (or only) sport centre relationship | Performance of this factor on your worst sport centre relationship. |
|---|---|---|
| Not        Extremely<br>Important    Important<br>1   2   3   4   5   6   7   NA | Very Poor       Excellent<br>Performance    Performance<br>1   2   3   4   5   6   7 | Very Poor       Excellent<br>Performance    Performance<br>NA   1   2   3   4   5   6   7 |

**I. Power / Control** – Concern with the participation and fairness in the relationship, i.e.
willingness of partners to share decisions, resources and outcomes of relationship

| Importance of this factor on relationships | Performance of this factor on your best (or only) sport centre relationship | Performance of this factor on your worst sport centre relationship. |
|---|---|---|
| Not        Extremely<br>Important    Important<br>1   2   3   4   5   6   7   NA | Very Poor       Excellent<br>Performance    Performance<br>1   2   3   4   5   6   7 | Very Poor       Excellent<br>Performance    Performance<br>NA   1   2   3   4   5   6   7 |

**J. Satisfaction** – The judgment that the relationship activities meet everyone's expectations

| Importance of this factor on relationships | Performance of this factor on your best (or only) sport centre relationship | Performance of this factor on your worst sport centre relationship. |
|---|---|---|
| Not        Extremely<br>Important    Important<br>1   2   3   4   5   6   7   NA | Very Poor       Excellent<br>Performance    Performance<br>1   2   3   4   5   6   7 | Very Poor       Excellent<br>Performance    Performance<br>NA   1   2   3   4   5   6   7 |

**K. Cooperation** – Each partner takes coordinated actions to achieve mutual outcomes

| Importance of this factor on relationships | Performance of this factor on your best (or only) sport centre relationship | Performance of this factor on your worst sport centre relationship. |
|---|---|---|
| Not        Extremely<br>Important    Important<br>1   2   3   4   5   6   7   NA | Very Poor       Excellent<br>Performance    Performance<br>1   2   3   4   5   6   7 | Very Poor       Excellent<br>Performance    Performance<br>NA   1   2   3   4   5   6   7 |

**L. Management Styles** – The operations, administration arrangements and processes
agencies use to undertake various tasks

| Importance of this factor on relationships | Performance of this factor on your best (or only) sport centre relationship | Performance of this factor on your worst sport centre relationship. |
|---|---|---|
| Not        Extremely<br>Important    Important<br>1   2   3   4   5   6   7   NA | Very Poor       Excellent<br>Performance    Performance<br>1   2   3   4   5   6   7 | Very Poor       Excellent<br>Performance    Performance<br>NA   1   2   3   4   5   6   7 |

**M. Funding and Resource Allocation** – Partners are expected to contribute staff time, expertise and finances to support the relationship development

| Importance of this factor on relationships | Performance of this factor on your best (or only) sport centre relationship | Performance of this factor on your worst sport centre relationship. |
|---|---|---|
| Not Important      Extremely Important <br> 1  2  3  4  5  6  7  NA | Very Poor Performance      Excellent Performance <br> 1  2  3  4  5  6  7 | Very Poor Performance      Excellent Performance <br> NA  1  2  3  4  5  6  7 |

**N. Adaptation -** Tendency for one partner to be flexible and alter its processes or policies to accommodate the other party

| Importance of this factor on relationships | Performance of this factor on your best (or only) sport centre relationship | Performance of this factor on your worst sport centre relationship. |
|---|---|---|
| Not Important      Extremely Important <br> 1  2  3  4  5  6  7  NA | Very Poor Performance      Excellent Performance <br> 1  2  3  4  5  6  7 | Very Poor Performance      Excellent Performance <br> NA  1  2  3  4  5  6  7 |

**O. Quality –** Outcome of the service, i.e., what the customer is actually receiving from the service, and the process by which the service is delivered, meets or exceeds expectations.

| Importance of this factor on relationships | Performance of this factor on your best (or only) sport centre relationship | Performance of this factor on your worst sport centre relationship. |
|---|---|---|
| Not Important      Extremely Important <br> 1  2  3  4  5  6  7  NA | Very Poor Performance      Excellent Performance <br> 1  2  3  4  5  6  7 | Very Poor Performance      Excellent Performance <br> NA  1  2  3  4  5  6  7 |

**P. Shared Technology –** The level that one partner values the technology that is provided by another partner in the relationship

| Importance of this factor on relationships | Performance of this factor on your best (or only) sport centre relationship | Performance of this factor on your worst sport centre relationship. |
|---|---|---|
| Not Important      Extremely Important <br> 1  2  3  4  5  6  7  NA | Very Poor Performance      Excellent Performance <br> 1  2  3  4  5  6  7 | Very Poor Performance      Excellent Performance <br> NA  1  2  3  4  5  6  7 |

**Q. Social Bonds –** The nature of the personal relationships that may influence how the relationship is held together

| Importance of this factor on relationships | Performance of this factor on your best (or only) sport centre relationship | Performance of this factor on your worst sport centre relationship. |
|---|---|---|
| Not Important      Extremely Important <br> 1  2  3  4  5  6  7  NA | Very Poor Performance      Excellent Performance <br> 1  2  3  4  5  6  7 | Very Poor Performance      Excellent Performance <br> NA  1  2  3  4  5  6  7 |

**R. Appropriate partners -** Agencies and staff (including volunteers) involved are appropriate, they have the necessary skills, expertise and contacts to address relationship outcomes.

| Importance of this factor on relationships | Performance of this factor on your best (or only) sport centre relationship | Performance of this factor on your worst sport centre relationship. |
|---|---|---|
| Not Important      Extremely Important <br> 1  2  3  4  5  6  7  NA | Very Poor Performance     Excellent Performance <br> 1  2  3  4  5  6  7 | Very Poor Performance     Excellent Performance <br> NA  1  2  3  4  5  6  7 |

**S. Relevant issue -** Relationship requires an issue or problem that all partners agree warrants resolution.

| Importance of this factor on relationships | Performance of this factor on your best (or only) sport centre relationship | Performance of this factor on your worst sport centre relationship. |
|---|---|---|
| Not Important      Extremely Important <br> 1  2  3  4  5  6  7  NA | Very Poor Performance     Excellent Performance <br> 1  2  3  4  5  6  7 | Very Poor Performance     Excellent Performance <br> NA  1  2  3  4  5  6  7 |

**T. Clear plan and evaluation -** A tangible focus for the relationship, appropriately documented, to know what they want to achieve, a process for resolving matters that are not clear, and systems to monitor how the partnership / project is progressing.

| Importance of this factor on relationships | Performance of this factor on your best (or only) sport centre relationship | Performance of this factor on your worst sport centre relationship. |
|---|---|---|
| Not Important      Extremely Important <br> 1  2  3  4  5  6  7  NA | Very Poor Performance     Excellent Performance <br> 1  2  3  4  5  6  7 | Very Poor Performance     Excellent Performance <br> NA  1  2  3  4  5  6  7 |

**U. Leadership -** Leadership in the relationship with individual skills such as motivation, commitment, enthusiasm, vision, patience, open mindedness, perseverance, and an ability to get people excited

| Importance of this factor on relationships | Performance of this factor on your best (or only) sport centre relationship | Performance of this factor on your worst sport centre relationship. |
|---|---|---|
| Not Important      Extremely Important <br> 1  2  3  4  5  6  7  NA | Very Poor Performance     Excellent Performance <br> 1  2  3  4  5  6  7 | Very Poor Performance     Excellent Performance <br> NA  1  2  3  4  5  6  7 |

**V. Willingness to be flexible -** Capacity to go out on a limb, bend the rules and push the envelope with special attention to rigid personnel and financial systems from government agencies

| Importance of this factor on relationships | Performance of this factor on your best (or only) sport centre relationship | Performance of this factor on your worst sport centre relationship. |
|---|---|---|
| Not Important      Extremely Important <br> 1  2  3  4  5  6  7  NA | Very Poor Performance     Excellent Performance <br> 1  2  3  4  5  6  7 | Very Poor Performance     Excellent Performance <br> NA  1  2  3  4  5  6  7 |

**W. Proximity -** Close geographic location

| Importance of this factor on relationships | Performance of this factor on your best (or only) sport centre relationship | Performance of this factor on your worst sport centre relationship. |
|---|---|---|
| Not            Extremely<br>Important        Important<br>1  2  3   4   5  6  7   NA | Very Poor         Excellent<br>Performance      Performance<br>1   2   3   4   5   6   7 | Very Poor       Excellent<br>Performance    Performance<br>NA  1  2  3  4  5  6  7 |

**X. Facility -** The level that one partner values the facility and equipment that is provided by another partner in the relationship

| Importance of this factor on relationships | Performance of this factor on your best (or only) sport centre relationship | Performance of this factor on your worst sport centre relationship. |
|---|---|---|
| Not            Extremely<br>Important        Important<br>1  2  3   4   5  6  7   NA | Very Poor         Excellent<br>Performance      Performance<br>1   2   3   4   5   6   7 | Very Poor       Excellent<br>Performance    Performance<br>NA  1  2  3  4  5  6  7 |

---

Section 2A – Overall Analysis of Relationship Importance and Performance.
Please respond to each question to make an assessment of the overall importance and performance of your relationships with sport centres by circling the appropriate rating.

---

**A. Overall rating of the Importance of the relationship with sport centres in the management of your club / association.**

| **Importance** of relationships with sport centres |
|---|
| Not Important            Extremely Important<br>1     2     3    4    5    6    7 |

**B. Overall rating of the Performance of the partnership with your best (or only) sport centre.**

| **Performance** of relationships with best (or only) sport centre |
|---|
| Very Poor            Excellent<br>Performance        Performance<br>1    2    3   4   5    6    7 |

**C. Overall rating of the Performance of the partnership with your worst (if applicable) sport centre.**

| **Performance** of relationships with worst sport centre |
|---|
| Very Poor         Excellent<br>Performance      Performance<br>NA  1    2    3   4   5   6   7 |

**D.** The following is a list of the 24 items that you have rated**. Please write in the spaces below the first, second, and third most Important items** that you think influence a relationship with sport centres.

**D1.**   **Most Important Factor**          _____

**D2.**   **2ⁿᵈ Most Important Factor**      _____

**D3.**   **3ʳᵈ Most Important Factor**      _____

| Factors | Explanation |
|---|---|
| Adaptation | Tendency for one partner to be flexible and alter its processes or policies to accommodate the other party |
| Appropriate partners | Agencies and staff (including volunteers) involved are appropriate; they have the necessary skills, expertise and contacts to address partnership outcomes. |
| Benefits / outcomes | Focus on stated goals and vision would generate a mutually beneficial result |
| Clear plan and evaluation | A tangible focus for the partnership, appropriately documented, to know what they want to achieve, a process for resolving matters that are not clear, and systems to monitor how the partnership / project is progressing. |
| Commitment | A willingness for both partners to provide resources, effort and time from various levels to support the relationship. |
| Communication | Willingness to provide information and negotiate in a variety of ways and settings such as formal and informal discussions, phone calls, meetings, etc. to work towards project outcomes. |
| Cooperation | Each partner takes coordinated actions to achieve mutual outcomes |
| Facility | The level that on partner values the facility and equipment that is provided by another partner in the relationship |
| Funding and resource allocation | Partners are expected to contribute staff time, expertise and finances to support the project development |
| Interdependence / dependence | Both partners recognise the contribution that each other can make that will be mutually beneficial to achieve the relationship's goals |
| Leadership | Leadership in the relationship with individual skills such as motivation, commitment, enthusiasm, vision, patience, open mindedness, perseverance, and an ability to get people excited |
| Longevity | Amount of contact and length of time of involvement for a relationship to evolve |
| Management styles | The operations, administration arrangements and processes agencies use to undertake various tasks |
| Power / control | Concern with the participation and fairness in the relationship, i.e. willingness of partners to share decisions, resources and outcomes of relationship |
| Proximity | Close geographic location |
| Quality | Outcome of the service, i.e., what the customer is actually receiving from the service, and the process by which the service is delivered, meets or exceeds expectations. |
| Relevant issue | Partnership requires an issue or problem that all partners agree warrants resolution. |
| Satisfaction | The judgment that the relationship activities meet everyone's expectations |
| Shared goals / values | A common vision and beliefs regarding the appropriateness and direction of the relationship |
| Shared technology | The level that one partner values the technology that is provided by another partner in the relationship |
| Social bonds | The nature of the personal relationships that may influence how the partnership is held together |
| Staff roles and responsibilities | Breadth of knowledge of partners' skills and contributions they can make |
| Trust | Belief that the partner in the relationship will act in a way to support the relationship's positive outcomes |
| Willingness to be flexible | Capacity to go out on a limb, bend the rules and push the envelope with special attention to rigid personnel and financial systems from government agencies |

**Section 3 – Relationship outcomes / achievements** – Successful relationships are able to generate a range of outcomes. These outcomes can often be attributed to the relationship. Please circle one number that best represents the level of achievement that can be attributed to your relationship with a sport centre. Please circle N A (Not Applicable) if you think the relationship outcome is not applicable to your relationship with sport centres.

| *Relationship Outcomes / Achievements attributed to the relationship* | Not an Achievement ← → Very Strong Achievement | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| A. Problems can be solved more easily | 1 | 2 | 3 | 4 | 5 | 6 | 7 | N A |
| B. Increased usage for your venue and the club. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | N A |
| C. Develop sense of community ownership and pride | 1 | 2 | 3 | 4 | 5 | 6 | 7 | N A |
| D. Produce cost and other resource savings | 1 | 2 | 3 | 4 | 5 | 6 | 7 | N A |
| E. Provide possibilities for increased revenue, funding and resources | 1 | 2 | 3 | 4 | 5 | 6 | 7 | N A |
| F. Provide increased services | 1 | 2 | 3 | 4 | 5 | 6 | 7 | N A |
| G. Increased community involvement and support | 1 | 2 | 3 | 4 | 5 | 6 | 7 | N A |
| H. Reduce service duplication and increased use of complementary resources | 1 | 2 | 3 | 4 | 5 | 6 | 7 | N A |
| I. Enhance stability | 1 | 2 | 3 | 4 | 5 | 6 | 7 | N A |
| J. Enhance the legitimacy or credibility of one or more of the partners | 1 | 2 | 3 | 4 | 5 | 6 | 7 | N A |
| K. Help develop new ideas and approaches | 1 | 2 | 3 | 4 | 5 | 6 | 7 | N A |
| L. Provide more experience and knowledge of a program | 1 | 2 | 3 | 4 | 5 | 6 | 7 | N A |
| M. Increase capabilities of managers | 1 | 2 | 3 | 4 | 5 | 6 | 7 | N A |
| N. Assist in the development of cooperative marketing strategies | 1 | 2 | 3 | 4 | 5 | 6 | 7 | N A |
| O. Improve communication networks | 1 | 2 | 3 | 4 | 5 | 6 | 7 | N A |
| P. Increase lobbying strength | 1 | 2 | 3 | 4 | 5 | 6 | 7 | N A |
| Q. Better use of limited resources | 1 | 2 | 3 | 4 | 5 | 6 | 7 | N A |
| R. Increased organisational flexibility | 1 | 2 | 3 | 4 | 5 | 6 | 7 | N A |
| S. Share the power of leaders and other influential people | 1 | 2 | 3 | 4 | 5 | 6 | 7 | N A |
| T. Increased awareness of programs to different community sectors | 1 | 2 | 3 | 4 | 5 | 6 | 7 | N A |
| U. Able to reach more diverse people or minority groups | 1 | 2 | 3 | 4 | 5 | 6 | 7 | N A |
| V. Assist in producing a bigger impact | 1 | 2 | 3 | 4 | 5 | 6 | 7 | N A |

> **Section 4 – The nature of your relationship with the sport centre.** Please follow the directions for each of the last two questions.

C.   Please circle the number of the Relationship Level that represents the nature of your "relationship" with the sport centre that has the <u>best (or only)</u> relationship with your club / association (**choose only one option**):

| Relationship Level | | DESCRIPTION |
|---|---|---|
| 1. | Tenant – Landlord | Club / association has usage of a sport centre based on hire arrangements with a written agreement or contract. |
| 2. | Strategic alliance | The club / association and sport centre commit resources for a strategic purpose that will benefit both parties through an ongoing relationship |
| 3. | Integrated collaboration | The club / association and sport centre work so closely together that they virtually form a single entity. |

D.   Please circle the Relationship Level that represents the nature of your "relationship" with the sport centre that has the <u>worst</u> relationship with your club / association venue (**choose only one option**) or indicate that this is Not Applicable

| Relationship Level | | DESCRIPTION |
|---|---|---|
| 1. | Tenant – Landlord | Club / association has usage of a sport centre based on hire arrangements with a written agreement or contract. |
| 2. | Strategic alliance | The club and sport centre commit resources for a strategic purpose that will benefit both parties through an ongoing relationship |
| 3. | Integrated collaboration | The club / association and sport centre work so closely together that they virtually form a single entity. |

**Please share any other comments regarding the relationship between your club / association and the sport centre that you use.**

Thank you for completing the survey – please return the completed questionnaire in the reply paid envelope by 11 July 2005.

For more information contact:
John Tower - Telephone 9919 4741 or email John.Tower@vu.edu.au

Appendix 3 Example of state sport association letter of support

**BASKETBALL VICTORIA**

Tuesday 14th June 2005

Dear Secretary / President
Building and maintaining a good relationship with the sport centres used for training and competition is an important job for all sport administrators. Research is being conducted that will generate outcomes that will assist us to better manage our relationships with sport centres. Our sport has been invited to be part of this research so we can contribute to a better understanding of how to manage our relationships with sport centres. A questionnaire is enclosed that I encourage you to complete and return in the reply paid envelope.

The outcomes of the research will provide a more focused direction as to what is needed to build partnerships between sport clubs and sport centres so everyone benefits. Building a strong relationship between clubs / associations like yours and the sport centres you use will assist you to work more cooperatively, and consequently better serve the needs of Victorian sport.

The research is being conducted by John Tower at Victoria University for the completion of his Ph D. John is currently a Senior Lecturer in the School of Human Movement, Recreation and Performance and has many years of teaching and research to support community sport and recreation.

Your responses to the questionnaire will remain strictly confidential and will only be used to compile general statistics for each question. John Tower's contact details are available in the enclosed information if you have any questions. As an extra inducement for you to complete the questionnaire, the Recreation Research Unit at Victoria University will donate $1.50 to the Australian Sport Foundation for each successfully completed questionnaire.

Please follow the directions for the completion of the questionnaire and return it in the reply paid envelope as soon as possible

Yours sincerely
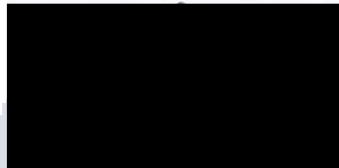
MICHELLE GOY
Marketing and Communications Manager
Basketball Victoria

Appendix 4 Other factors in the relationship matrices

Tables 1 to 12 provide a summary of the nature of the responses based on the themes that were identified in the analysis of their responses regarding the success or unsuccessful aspects of their relationships.

Table 1 Goals and outcomes influence successful relationships

| Factor | Open codes | Comments / quotes |
|---|---|---|
| Goals & outcomes | Achieve goal | 2 passages – e.g., "we can achieve a goal as well" (Health & community service) |
| | Common goal | 2 passages – e.g., "It is important to also have a common goal so that we are working towards a common goal." (Sport) |
| | Outcome | 1 passage – "Our outcomes were mutually beneficial" (Health & community service) |

Table 2 Takes time influences successful relationships

| Factor | Open codes | Comments / quotes |
|---|---|---|
| Takes time | Evolving | 1 passage – "it was evolutionary as we figured out what we wanted as we went along, explaining whom we are and making sure everything was okay rather than static beginning." (Health & community service) |
| | Long-term partnership | 2 passages – e.g., "it should be much more deeply rooted and looking at a long-term partnership" (Health & community service) |

Table 3 Understanding influences successful relationships

| Factors | Open codes | Comments / quotes |
|---|---|---|
| Understanding | Awareness | 1 passage – "Because people are aware of the … program they would also come to me." (Health & community service) |
| | Roles & responsibilities | 2 passages – e.g., "Clear definition of role, which is our roles and responsibilities document." (Sport) |
| | Structural things | 1 passage – "There are a whole lot of structural things that have got to happen. …" an explanation of the structural arrangements that need to be understood is provided. (Education) |
| | Unique experience | 1 passage – "that intangible factor of the thought of the hype or the experience that the sport and the individuals have, you know the unique experience, can you say provide something that's different" (Sport) |
| | Understand each other | 5 passages – e.g., "understanding what their organization is about. … So there's always that understanding, we know what they're after" (Education) |
| | Processes | 1 passage - A lack of understanding and appreciation of the procedures and processes "make it very difficult" (Health & community service). |

Table 4 Resources influence successful relationships

| Factor | Open codes | Relevant quotes |
|---|---|---|
| Resources | Facility maintenance | 1 passage – "facility maintenance" (Sport) |
| | Financial support | 5 passages – e.g. "Financial support, our returns back to the sport is fairly critical" (Sport).<br><br>"there's also the financial aspect from both sides of the coin which is very important as well " (Sport). |
| | Share resources | 3 passages – e.g. "Admin support, that type of thing that maybe they don't have the expertise or the resources to be able to effectively manage" (Sport).<br><br>"we get to share resources in terms of equipment and in terms of training" (Health & community service). |
| | Access to funds | 2 passages - "they have some access to the money" (Health & community service).<br><br>"we are the main stakeholders and has been why **** has been connected with us so they have some access to the money" (Health & community service). |
| | Find time | 1 passage – "It has really been a matter of trying to find time and trying to connect with our partners." (Health & community service) |

Table 5 People influence successful relationships

| Factor | Open codes | Relevant quotes |
|---|---|---|
| People | Dedicated people | 2 passages – e.g., "they were a dedicated group of people involved" (Health & community service). |
| | Expertise | 2 passages – e.g., "opportunity to provide intellectual expertise" (Sport) |
| | Knowledge | 3 passages – e.g., "having a knowledge of the program" (Health & community service).<br><br>"Drawing together and their experiences and knowledge" (Sport) |
| | People skills | 4 passages – e.g., "the staff and the managerial people that we worked with … were very flexible and they were willing to listen to us." (Sport).<br><br>"is about the relationship between the organisation in respect of the person [sic] that are involved." (Health & community service) |
| | Project team | 2 passages – e.g., "The project team itself was crucial to the success" (Government) |
| | Staff continuity | 2 passages – e.g., it takes a lot of time and the continuity of workers being involved." (Health and community service).<br><br>"If we had had a change of managers 2 or 3 times then it would have been difficult to continue to develop those relationships" (Sport). |

Table 6 Communication influences successful relationships

| Factor | Open codes | Relevant quotes |
| --- | --- | --- |
| Communication | Communication process | 13 passages – e.g., "make sure that we have communication from the stakeholders during the decision-making process" (Health & community service);<br><br>"it worked a little better because we got some quality conversations." (Health & community service);<br><br>"it was the consistent communication that they had initially" (Health & community service);<br><br>"putting out a regular newsletter" … "There were also consistent phone calls" (Health & community service);<br><br>"it's the ongoing communication" (Education);<br><br>"the informal communication has been a lot more useful than anything else." (Health & community service). |
|  | Consulted | 2 passages – "with the groups that were involved that we consulted in both the early and the later design stage" (Health & community service);<br><br>"their willingness to actually sit down and work through your event." (Sport) |
|  | Meet | 2 passages – "we met them regularly" (Health and community service);<br><br>"we have regular meetings" (Sport) |

Table 7 Flexibility influences successful relationships

| Factor | Open codes | Relevant quotes |
| --- | --- | --- |
| Flexibility | Changing expectations | 1 passage – "the changing expectations" (Education) |
|  | Flexible arrangements | 3 passages – e.g., "They were very flexible and very understanding" (Sport);<br><br>"shift towards is a more flexible arrangement" (Education) |
|  | Being open | 3 passages – e.g., "being opened and not having too much of a preconceived idea" (Health & community service);<br><br>"we can approach things in a very open ended way and share ideas" (Health & community service). |

Table 8 Service delivery influences successful relationships

| Factor | Open codes | Relevant quotes |
| --- | --- | --- |
| Service delivery | Service provision | 2 passages – "we are looking at a partnership in a broader sense, service delivery in a broader scale" (Health & community service);<br><br>"Accurate timely service provision is a critical one." (Sport) |
|  | Satisfaction | 1 passage – "fairly importantly is the satisfaction of their constituents and their membership." (Sport) |
|  | Attention to detail | 3 passages – e.g., "So they'll spend a lot of time in the preliminary stages of setting up the hire agreement, in actually working out what we need to put our show on the road each night." (Sport);<br><br>"they spend a lot of time thinking very laterally of how they can service our needs." (Sport) |
|  | Quality | 1 passage - "The quality of the venue is very important" |

Table 9 Access to target group influences successful relationships

| Factor | Open codes | Relevant quotes |
|---|---|---|
| Access to target group | Access to target group | 2 passages, e.g., "they were able to provide participants from a range of cultural and ethnic backgrounds as well as people with disabilities." (Health & community service) |

Table 10 Control influences successful relationships

| Factor | Open codes | Relevant quotes |
|---|---|---|
| Control | Personal power | 2 passages, e.g., "And we've had a lot of anxiety and frustration and problems because people want to tell us how to run our sport." (Sport)<br><br>"Yeah once again that personal power base issue." (Sport) |
| | Ownership | 5 passages, e.g., "It was important to get people there and have ownership of the program" (Health and community service)<br><br>"it created this territorial situation if you like, where some of the sports associations had obviously existing relationships with **** that were thrown into a different scenario because of the way in which the venue was hired for this particular need" (Sport). |

Table 11 Proximity influences successful relationships

| Factor | Open codes | Relevant quotes |
|---|---|---|
| Proximity | Proximity | 1 passage, "I think with **** it has been difficult in respect to location, we have been in [country town]" (Health and community service) |

Table 12 Documentation influences successful relationships

| Factor | Open codes | Relevant quotes |
|---|---|---|
| Documentation | Written framework | 5 passages – e.g., "you've got documents there that you can come back to; documents is not the right word, but a framework in which you can come back to and refer back to all the time that is stable and clear, then over a period of time people start to, their emotions get involved, get in sinc with that framework." (Sport) |
| | License agreement | 17 passages – e.g., "I would say sometimes its easy, other times it can be very contentious and this is where the agreements are written and I think that's where agreements can be quite important because you've got something in writing. I think a lot of the agreements where the clubs and societies are just written up as yeah this is what we'll do, unfortunately if someone leaves and no one knows the background to it sort of this is where the agreements are useful because you've got boundaries you know and this is what they're binding and this is what you're allowing them to do, so you've negotiated quite a lot of the information through that agreement" (Education)<br><br>"I mean there's consideration for a whole range of elements within those licence agreement arrangements and they might be events, they might be financial elements in terms of return, the price that they pay, they might be access, having priority of use, access if you like that they can use, and value added stuff like meeting rooms, etc., etc." (Sport) |

Table 13 Compatibility influences successful relationships

| Factor | Open codes | Relevant quotes |
|---|---|---|
| Compatibility | Agency focus | 3 passages, e.g., "And maybe the agencies focus may not be on our project, however for me especially as a worker, it is the most important thing to us." (Sport) |
| | Style of management | 5 passages, e.g., "I guess because we are at the community organisation and every organisation has a different way of handling the procedure and worker from other organisation even understand or not familiar with our procedure and make it very difficult." (Health & community service)<br><br>"the way we work [is] not clinical in a welfare sense so there is a bit of a clash with the way we work with our partners" (Health & community service) |

388

Appendix 5 – Relationship outcome analysis from interviews

| Theme | Open code | Quotes / comments |
|---|---|---|
| Outcomes – the outcomes of the relationships relate to the capacity to generate new ideas and different ways of doing things as well as work together to create something that they could not accomplish on their own. | Innovation | 8 passages – these mostly relate to the value of the relationship / partnership.<br><br>"new ways to present programs and use new formats and that sort of thing and get the experience of getting other people involved in recreation.  And we can come up with new ideas to deliver our services and to create a healthier society I think it makes a lot of sense to create partnerships." (Health & community Service)<br><br>"And working together in a fashion we came up with new activities and different ideas to go further than where we were before" (Health & community service)<br><br>"we were working with what people were already doing and just try to enhance how they were doing that and we were trying to provide new activities or services so there was already something that they want to do anyway" (Health & community service)<br><br>Sport respondent discussed how they would like to develop their expertise to further develop events such as World Cup or running promotions for activities in the foyer of the center. |
| | Share ideas | 1 passage - This relates to the value of a partnership regarding the capacity to share ideas:<br>"Our partners can question us and we also are able to say that we are not comfortable in some situations looking at the level of participation so it is a very overt discussion and that is a sign of the health of the partnership when there is a willingness to share ideas." (Health & community service) |
| | Win – win | 2 passages that mention the value of the partnership – e.g., "we want a partnership, as you said we want to work with you, we don't want to do it ourselves, we don't think we can do it by ourselves, but we think that between the 2 of us we can do a lot better than what we are." (Sport)<br><br>"I am assisting is that particular service and in the same way they are assisting many in using that service and in the same way they are using me and in most cases we come up with a win-win situation.  So it also means that we can work together to try and develop something that is bigger than what the both of us would do on our own" (Health & community service) |
| | Working together | 2 passages that relate to how they work together – e.g., "In another situation they said they needed more equipment and we set down and figured out whether that was feasible and how we could do it properly and after some discussion and working together for a while we came up with the best outcome."  (Health & community service) |