

Playing the game of the global sporting arms race?

The nine Sports Policy factors Leading to International Sporting Success

Play the Game, June 8-12, Coventry

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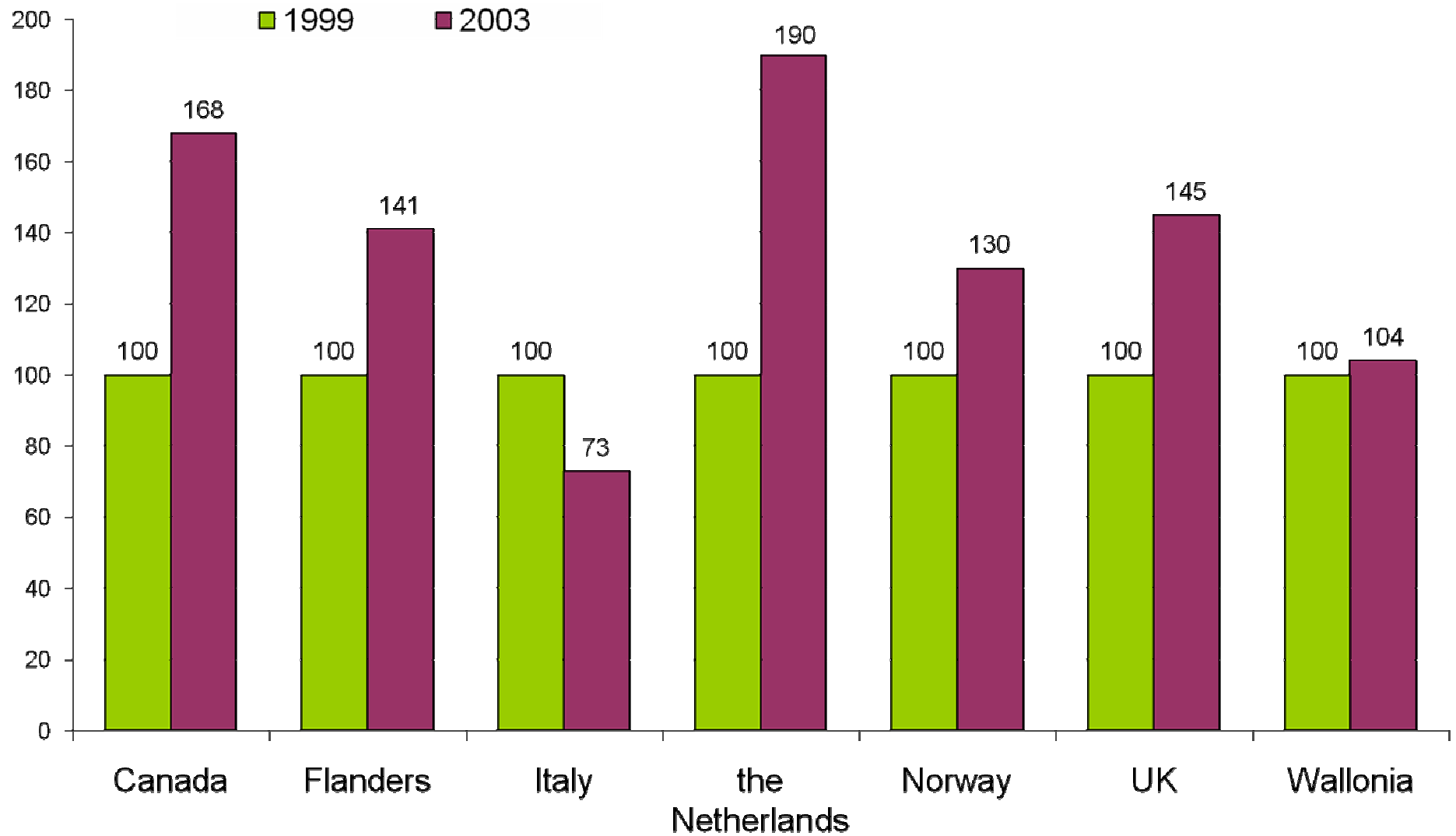


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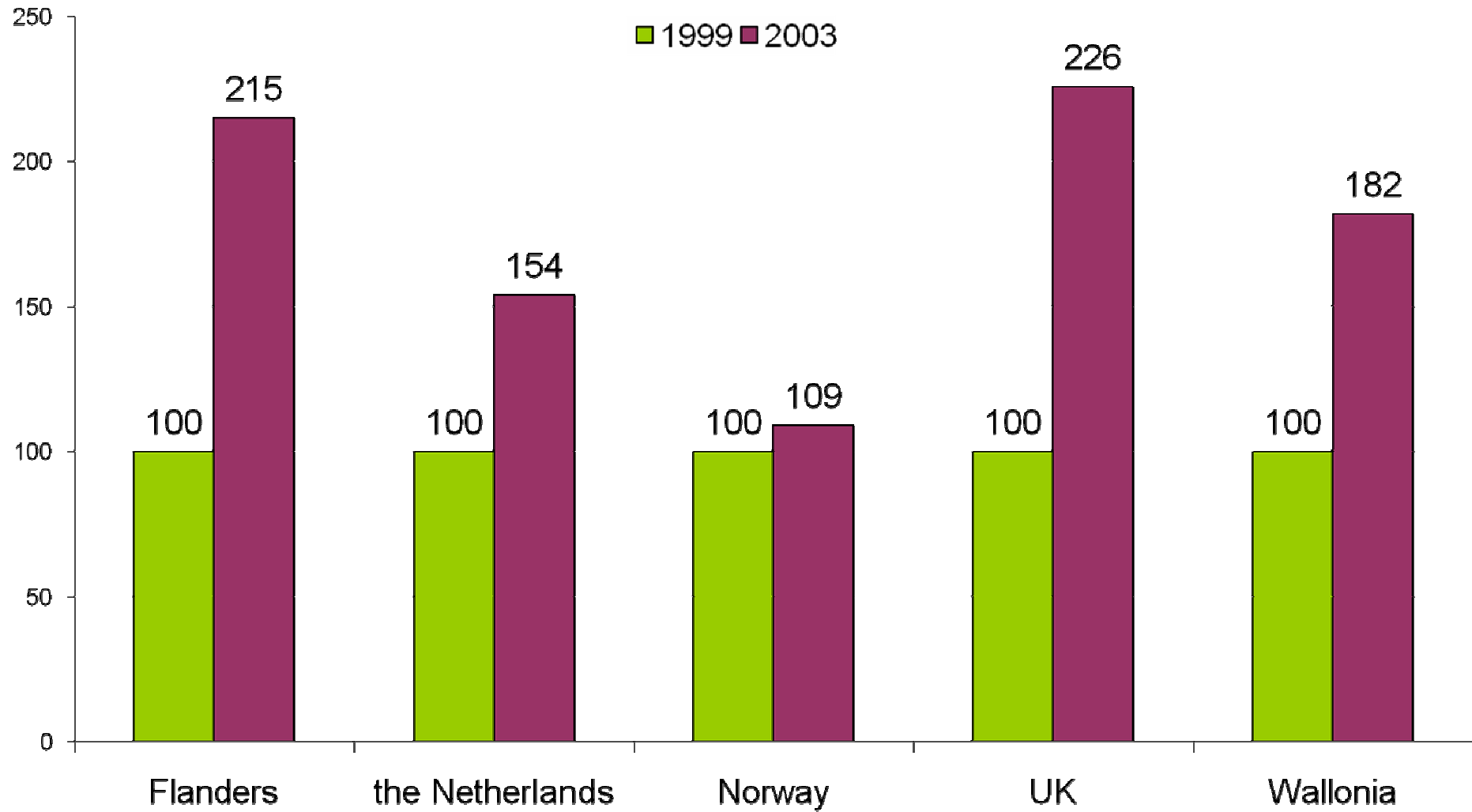
The global sporting Arms Race



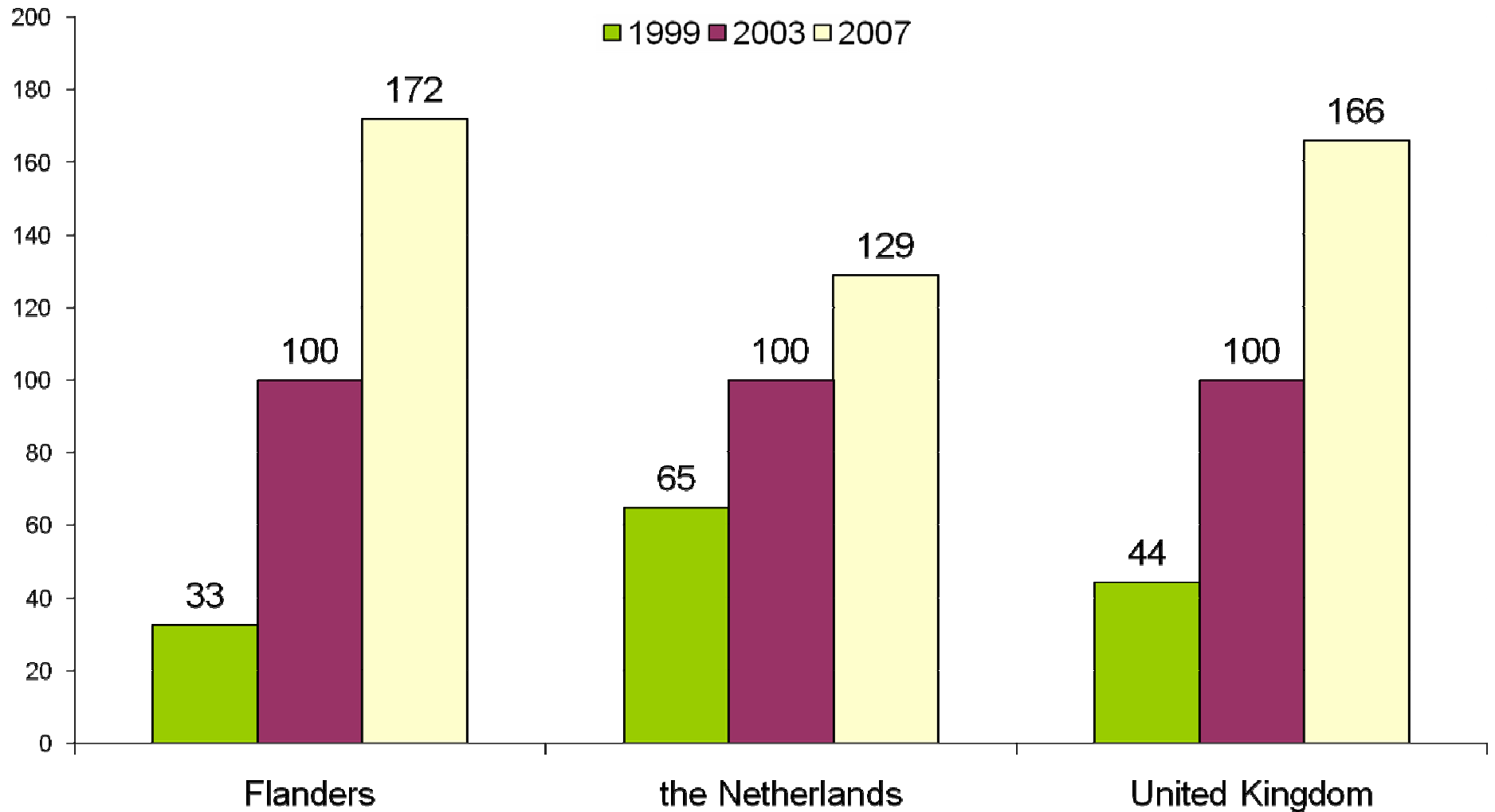
Change in national expenditure on sport 1999-2003



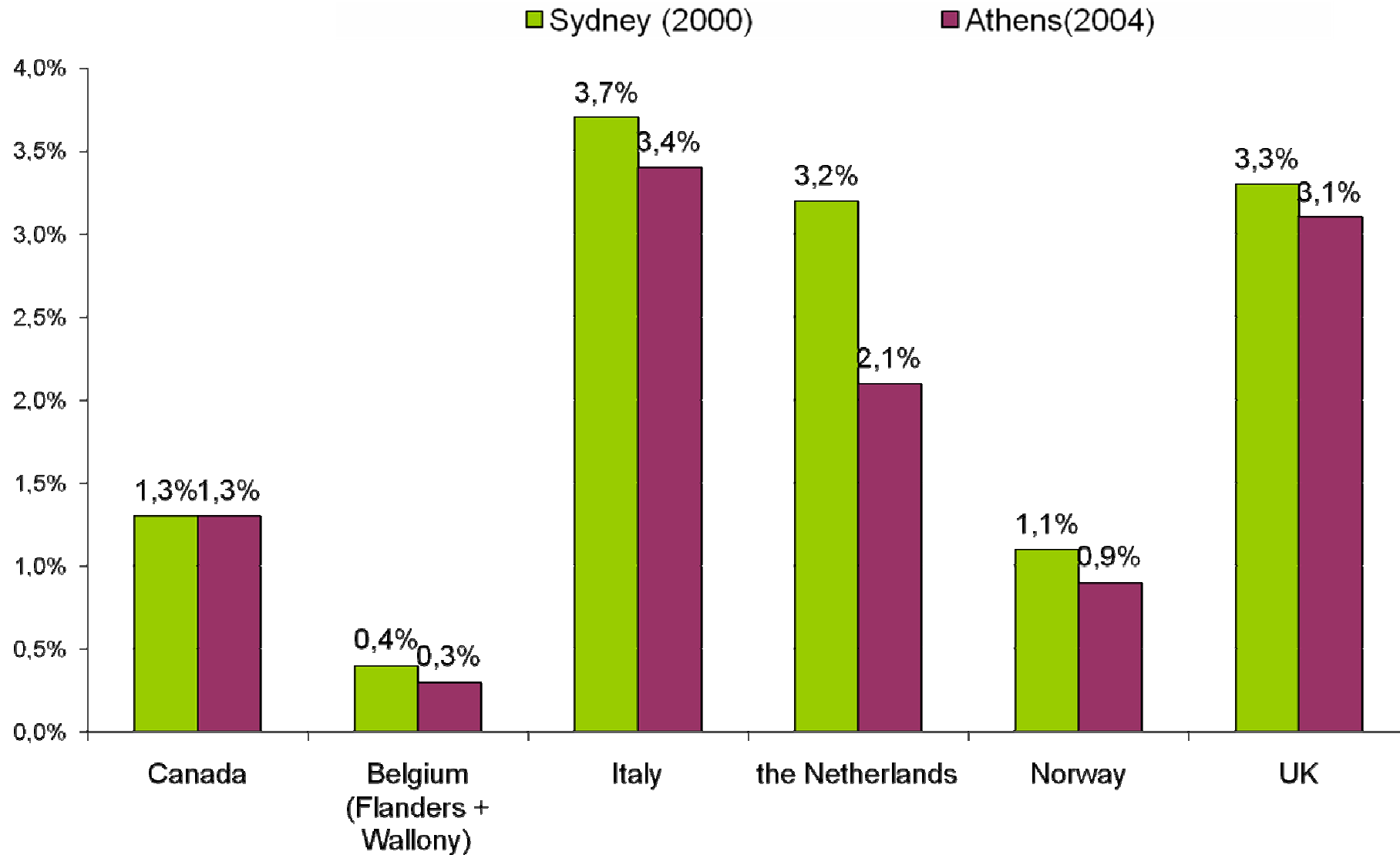
Change in national expenditure on elite sport 1999-2003



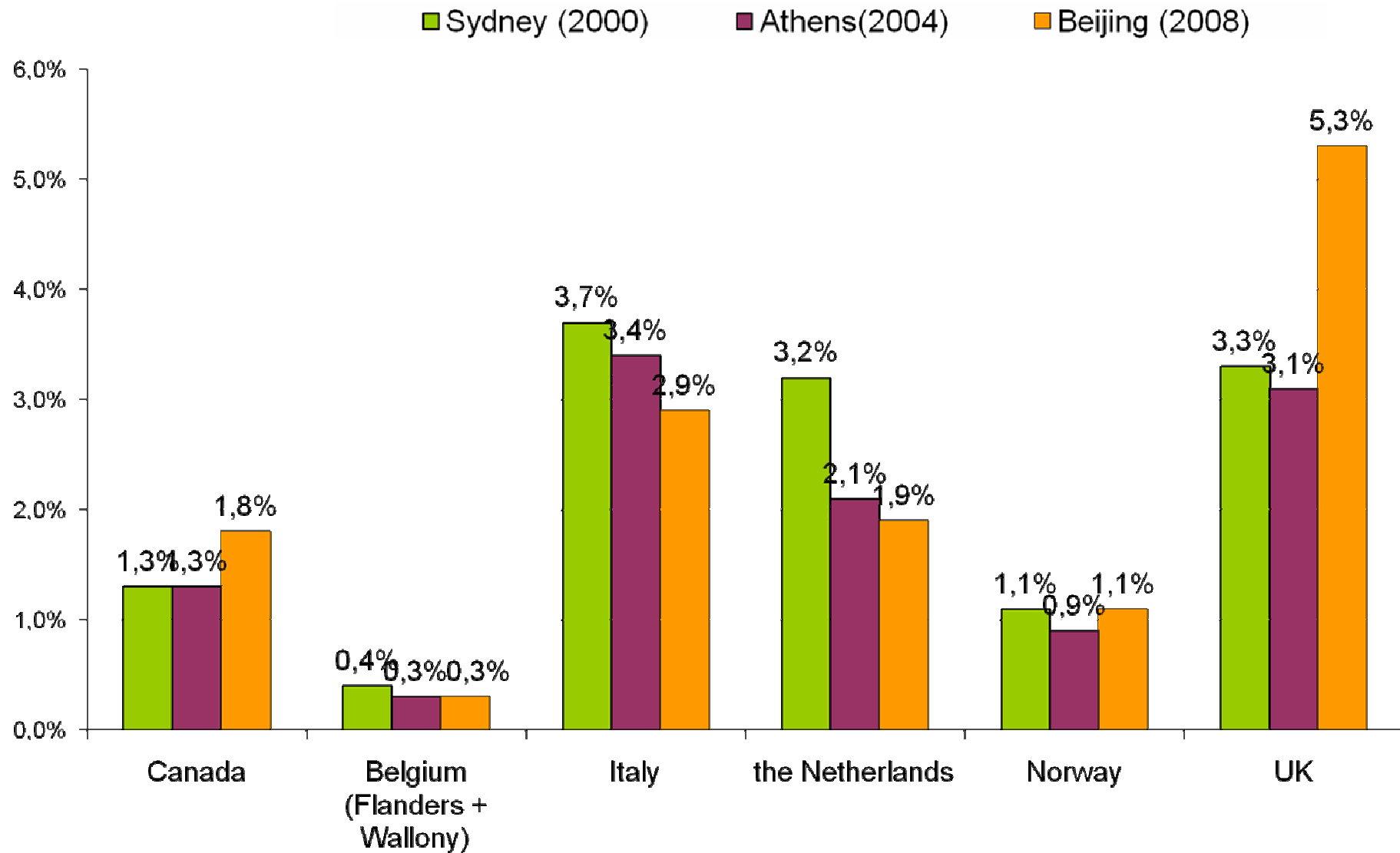
Change in national expenditure on elite sport 1999-2007



Change in market share (medal points) 2000-2004 (Athens)

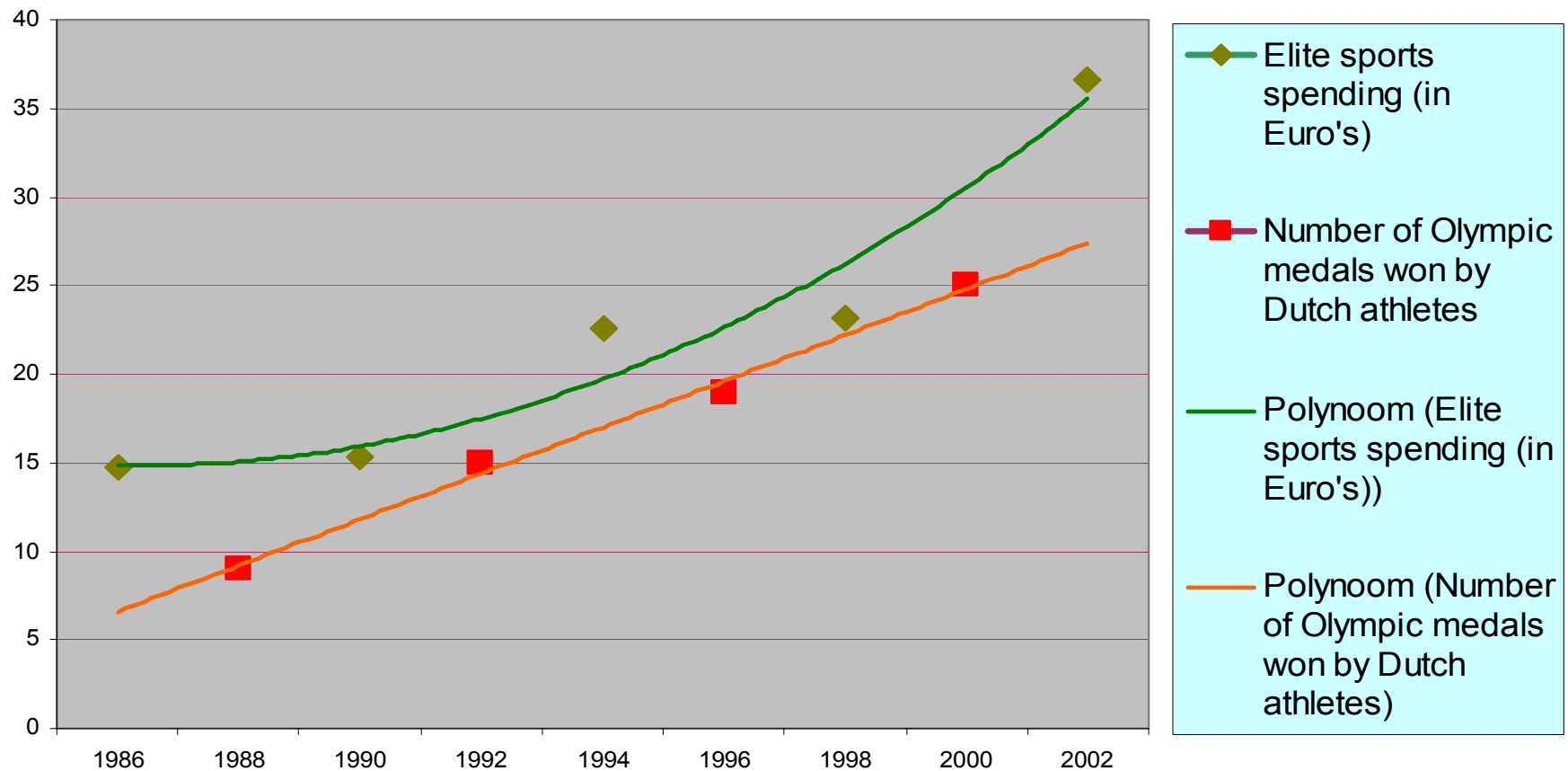


Change in market share (medal points) 2000-2008



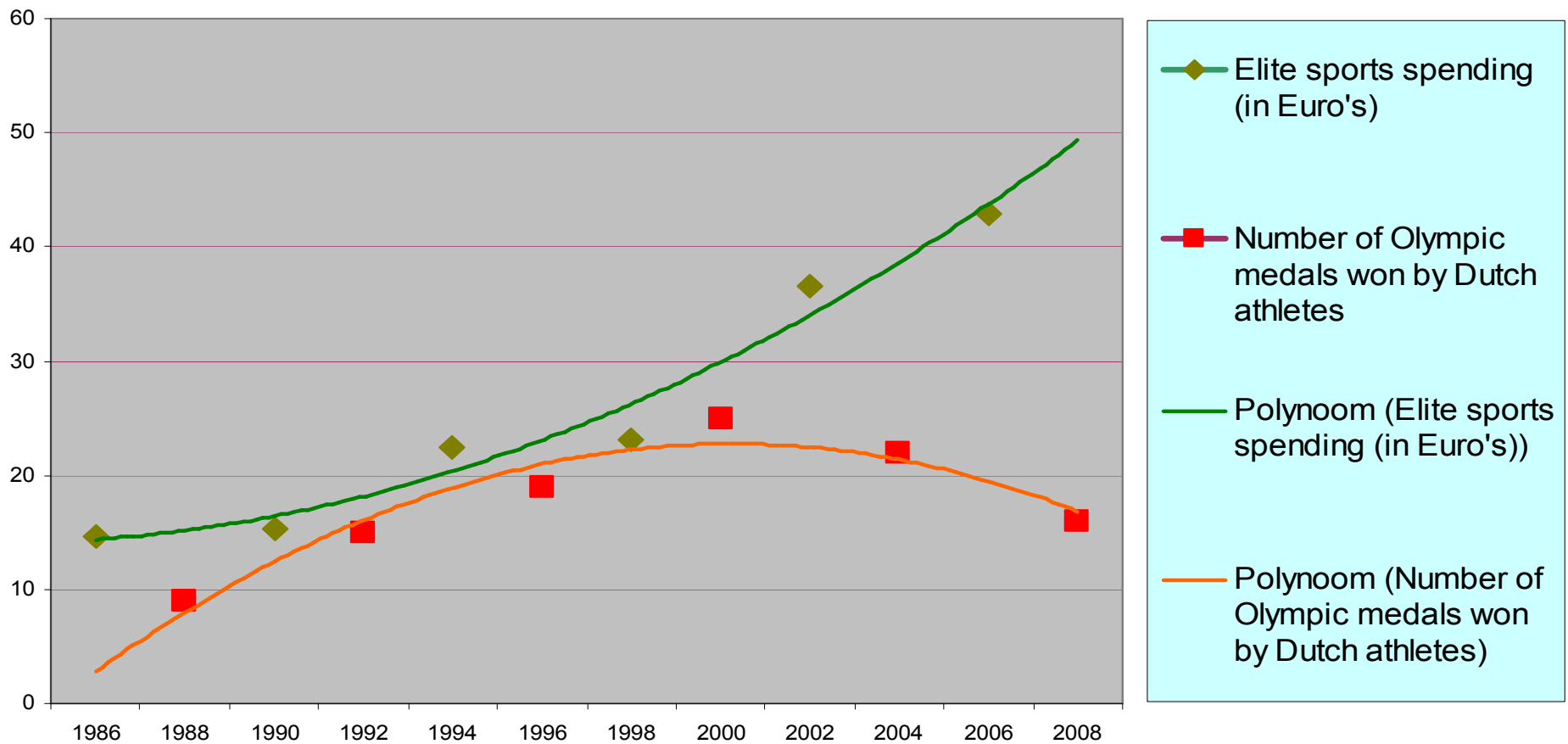
The Netherlands: 1986 – 2002 (van Bottenburg, 2009)

Elite sports spending in the Netherlands and Olympic medals won by Dutch athletes, 1988-2002



The Netherlands: 1988– 2008 (van Bottenburg, 2009)

Elite sports spending in the Netherlands and Olympic medals won by Dutch athletes, 1988-2008



Elite sport
is...

Citius
Altius
Fortius



This presentation

1. The global sporting arms race
2. Theoretical model of sports policy factors leading to international sporting success
3. What is success?
4. Policy evaluation in nine pillars in 6 nations
5. Conclusions



Objectives

To improve our theoretical understanding and methodological approach with respect to the identification of key policy factors leading to international sporting success

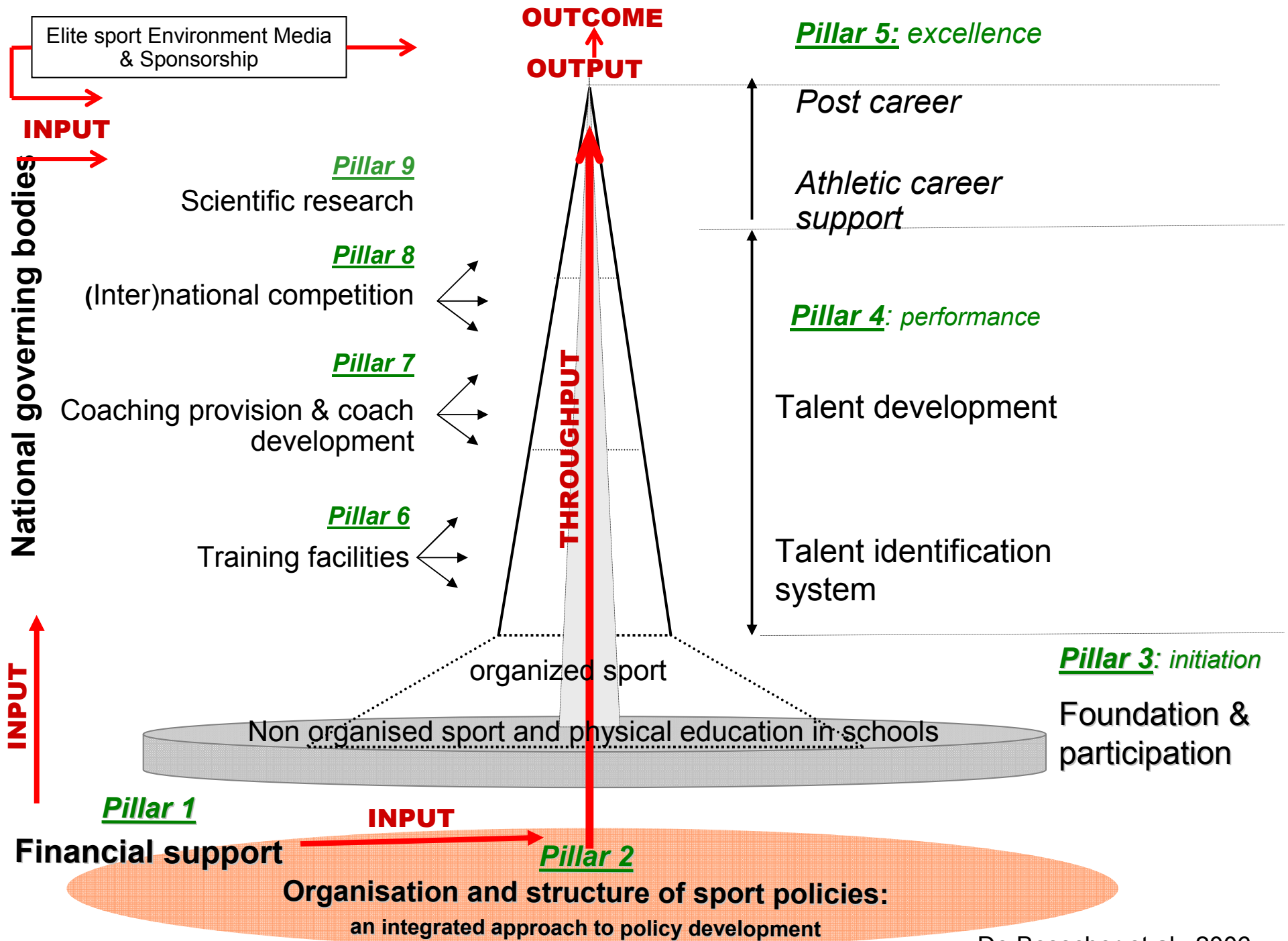
- Explore the relationship between elite sport policies (inputs and throughputs) and a nation's success (outputs)
- Test a conceptual model of sports policy factors leading to international sporting success in an empirical context
- Measuring competitiveness in elite sport



Conceptual model

De Bosscher, V., De Knop, P., van Bottenburg, M., Shibli, S. (2006). A conceptual framework for analysing Sports Policy Factors Leading to international sporting success. *European Sport Management Quarterly*, Vol. 6., 2, 185-215





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Sports **P**olicy factors **L**eading to
International **S**porting **S**uccess



Output

What is success?



Absolute success: market share

	Market share (%)			
Country	OG Athens	OG Beijing	OG Turin	WSI 60sports
Italy	3.4 (1 st)	2.9% (2 nd)	4.2 (3 rd)	3.2 (2 nd)
Great Britain	3.1 (2 nd)	5.3 % (1 st)	0.4 (5 th)	6.5 (1 st)
Netherlands	2.1 (3 rd)	1.9 % (3 rd)	3.4 (4 rd)	1.6 (5 th)
Canada	1.3 (4 rd)	1.8 % (4 th)	9.5 (1 st)	3.2 (2 nd)
Norway	0.9 (5 th)	1.1 % (5 th)	6.2 (2 th)	2.7 (4 rd)
Belgium (Flanders)	0.3 (6 th) (0.17%)	0.3 (6 th) (0.2%)	0.0 (6 th)	0.4 (6 th) -
(Wallonia)	(0.13%)	(0.1%)		-

Relative success

Linear regression(BBP/cap, pop, comm.)			
Country	OS Athens	OS Salt Lake	WSI (S + W) ¹
Italy	0.90 (2 nd)	9.1 (3 th)	0.74 (3 th)
Great Britain	0.64 (3 th)	-14.4 (5 th)	0.07 (5 th)
Netherlands	0.90 (1 st)	-3.92 (4 th)	0.71 (4 th)
Canada	0.04 (5 th)	9.9 (2 nd)	0.97 (2 nd)
Norway	0.48 (4 th)	23.0 (1 st)	1.38 (1 st)
Belgium	-0.93 (6 th)	Not ranked	-0.87 (6 th)

Conclusion success

There is not 'one way to measure success'



Policy evaluation in 9 pillars



Mixed research methods

1. Overall sports policy questionnaire

- Researcher's instrument
 - Specific (84) policy questions on each of the nine pillars (over 30 pages per nation)
- Role of consortium group



Data Collection

2. Elite sports climate survey

Athletes	Coaches	High performance directors
1090	253	69

- objective and subjective criteria








Developing a scoring system

		CAN	FI	IT	NI	NOR	UK	WAL
<i>W</i>								
	<i>Simplicity of administration</i>							
1	Public sector efficiency (European Central Bank, 2003)	3	2	1	2	4	4	2
	<i>Coordination of elite sports policies and expenditures</i>							
1	There is a ministry and/or minister of sport	2	5	2	4	2	4	5
2	There is an organisation at national level with specific responsibilities for elite sport (as a core task)	3	3	3	3	5	5	3
2	Coordination of expenditures and activities at national level (horizontal)	3	3	5	5	5	5	1
2	Coordination of expenditures and activities at regional level (vertical)	1	5	5	5	5	3	5
	<i>Targeting of key sports and elite sports</i>							
1	The number of recognised and funded NGBs for elite sport purposes	3	5	3	2	5	4	4
	<i>Effective communication: an unbroken line up through all levels of elite sports policies</i>							
2	Provision of information and services to national governing bodies to develop their management capability	4	3	2	5	4	5	1
1	Information received from governing bodies acc. to athletes	4	2	na	4	3	5	na
1	Information received from governing bodies acc. to coaches	na	3	3	4	na	na	na
1	Athletes commission in national governing bodies	4	1	na	2	2	na	na
	TOTAL points	43	50	42	57	59	54	35
	MAX	70	75	65	75	70	65	60
	number of times NA	1	0	1	0	1	1	2
	Total score for pillar 2	61,43	66,67	64,62	76,00	84,29	83,08	58,33

na: data not available; W: weight

blue text: results from elite sports climate survey; black text: results deriving from the overall sport policy questionnaire

Total score: "traffic light"

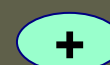
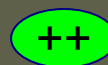
85-100%		Policy area very well developed
69-84%		Good level of development
53-68%		Moderate level of development
37-52%		Limited development
21-36%		Little or no development

A score for over 100 indicators on 9 pillars



Results

Results



Pillar	ITA	UK	NED	CAN	NOR	FLA	WAL
1 Financial support: expenditures on sport and elite sport at national level	0	0	0	-	-	-	--
1B Financial support: national subsidisation towards NGBs	0	++	0	-	--	--	--
2 Policy structures and policy development	0	++	0	0	0	0	0
3 Sport participation	-	0	0	NA	0	0	-
4 Talent identification and development	--	-	0	-	0	0	-
5 Athletic career and post athletic career	0	++	++	0	0	-	-
6 Training facilities	0	0	0	0	0	0	NA
7 Coaching provision and coach development	0	++	0	NA	NA	-	NA
8 International competition	0	++	++	0	0	0	-
9 Scientific research	0	-	0	0	0	-	--

Results

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0

-

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Pillar

ITA

UK

NED

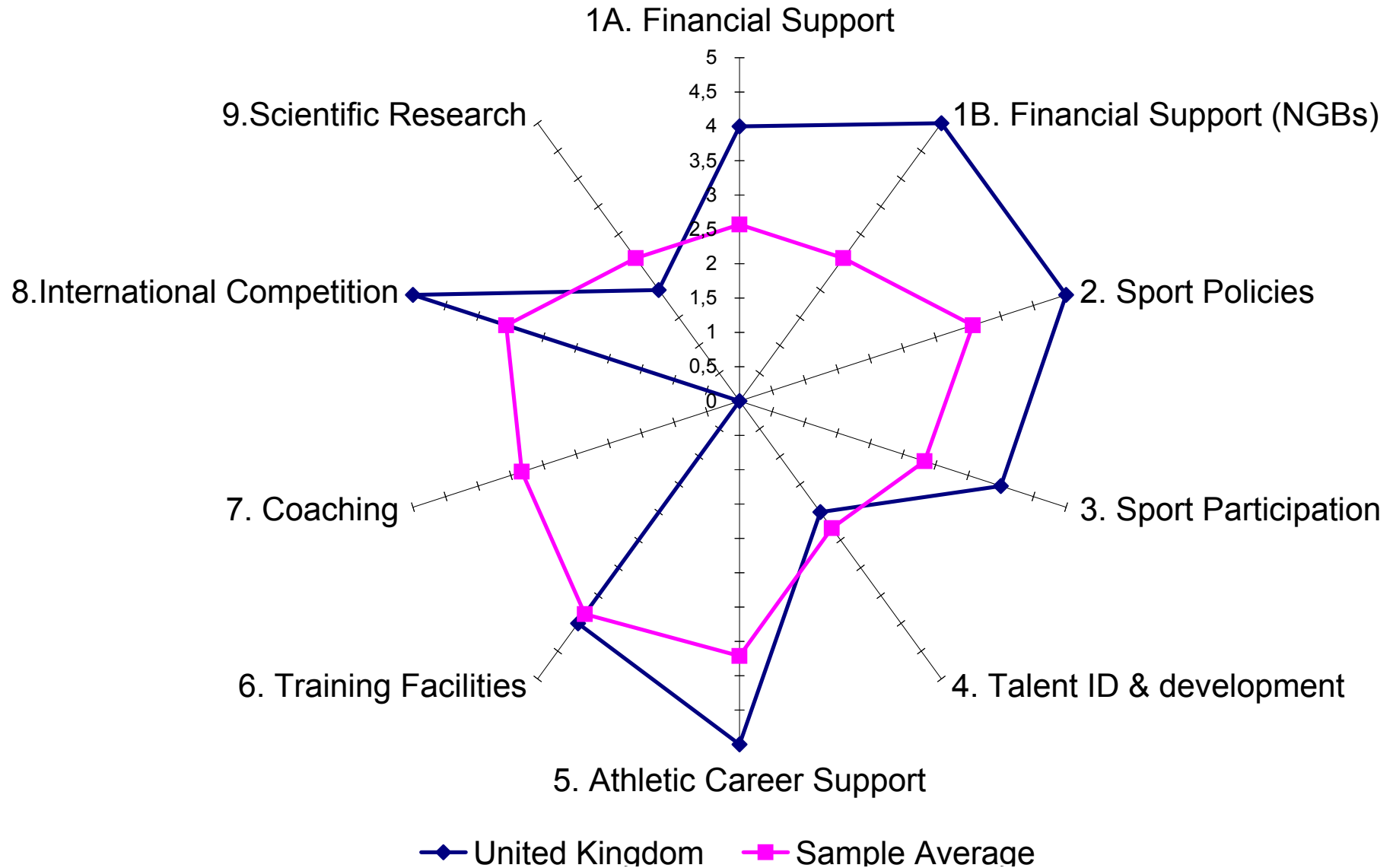
CAN

NOR

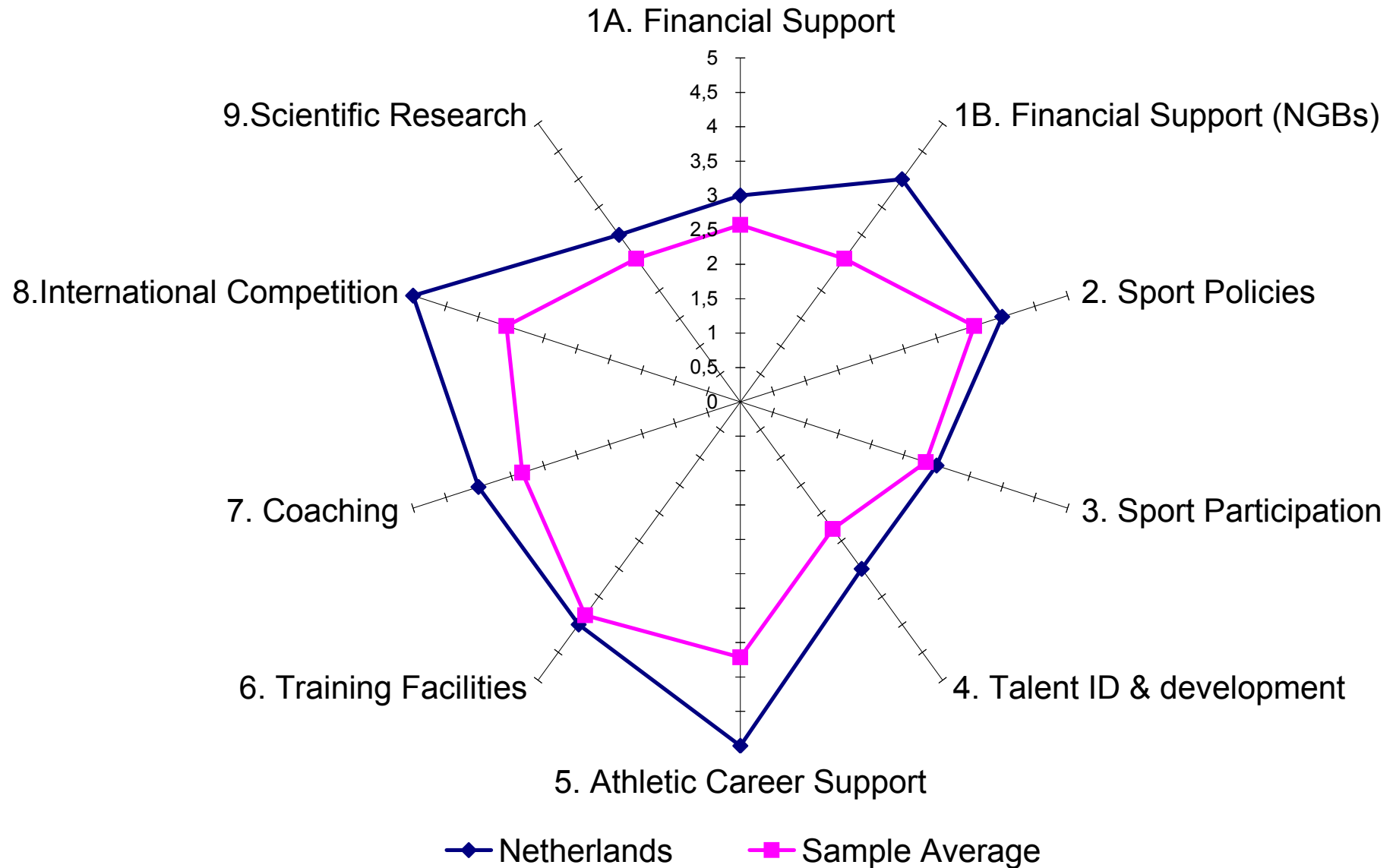
FLA

WAL

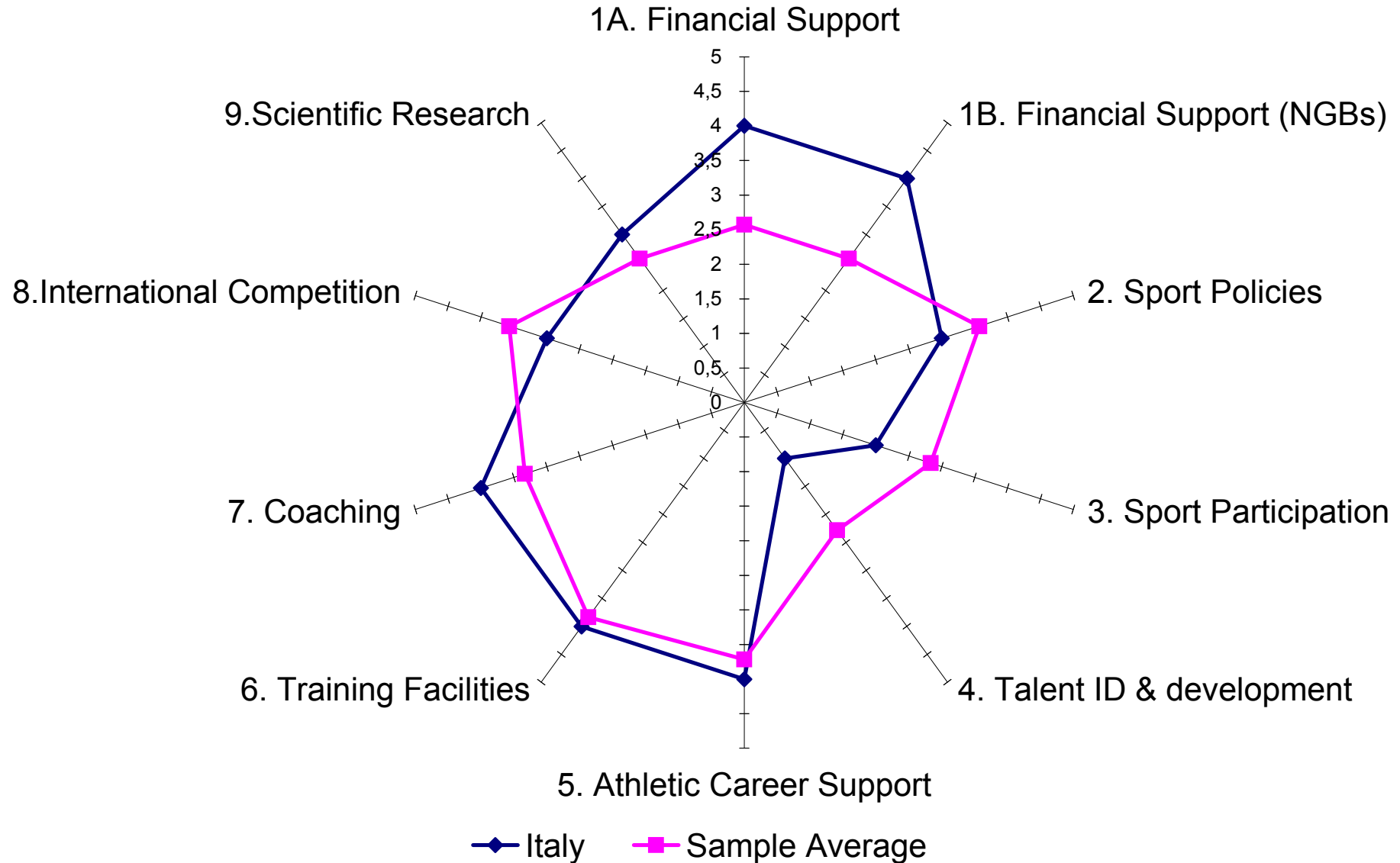
United Kingdom



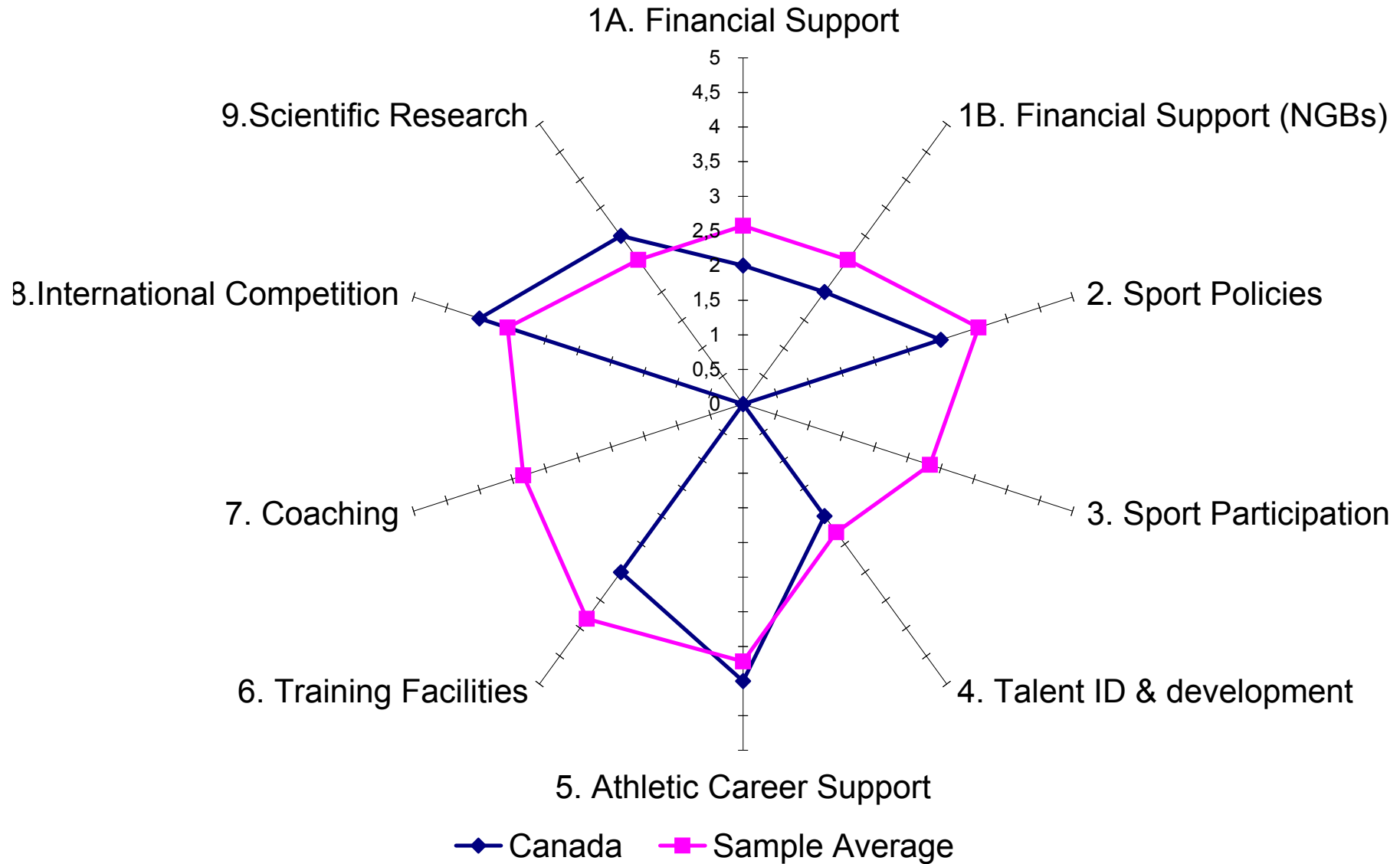
The Netherlands



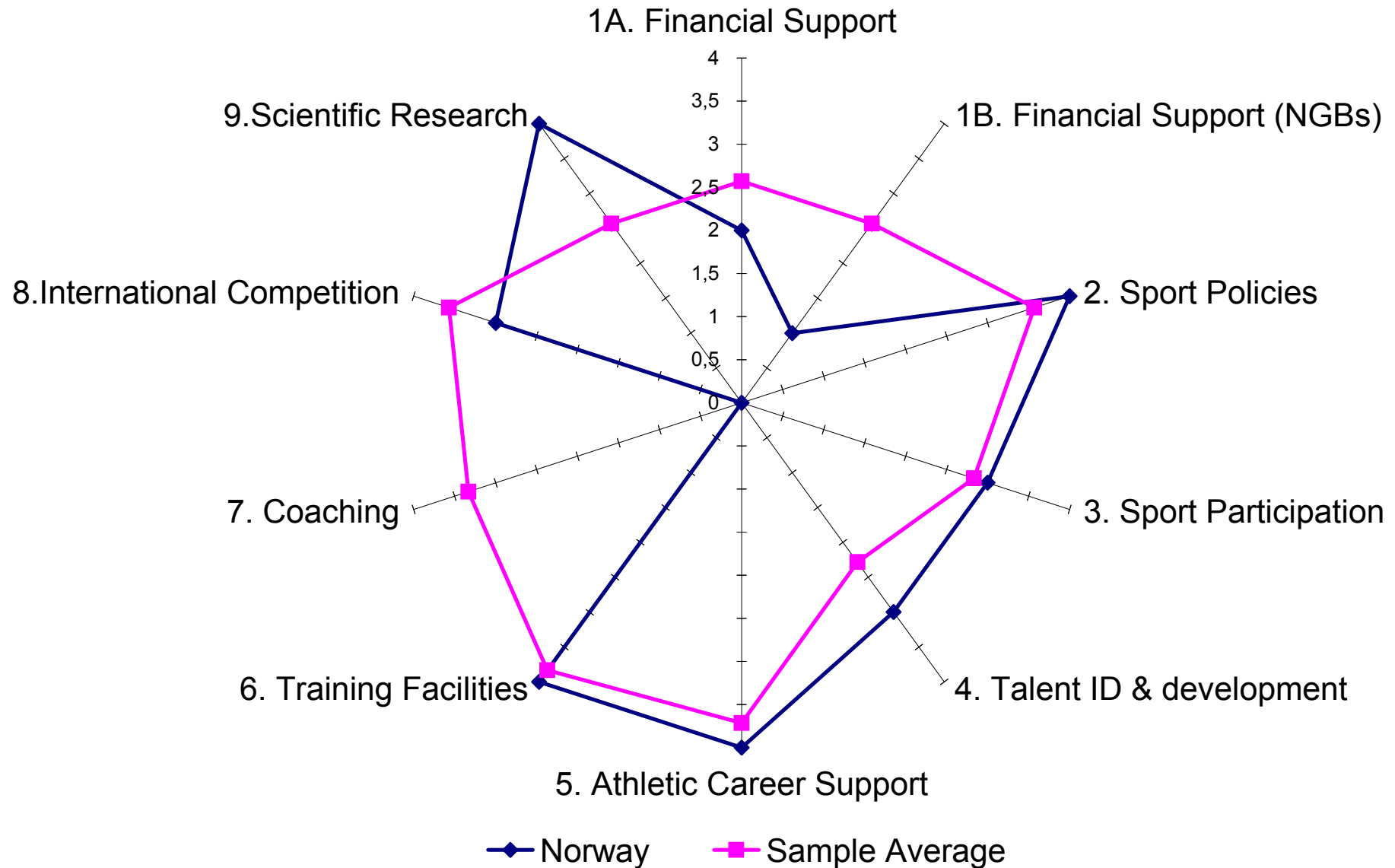
Italy



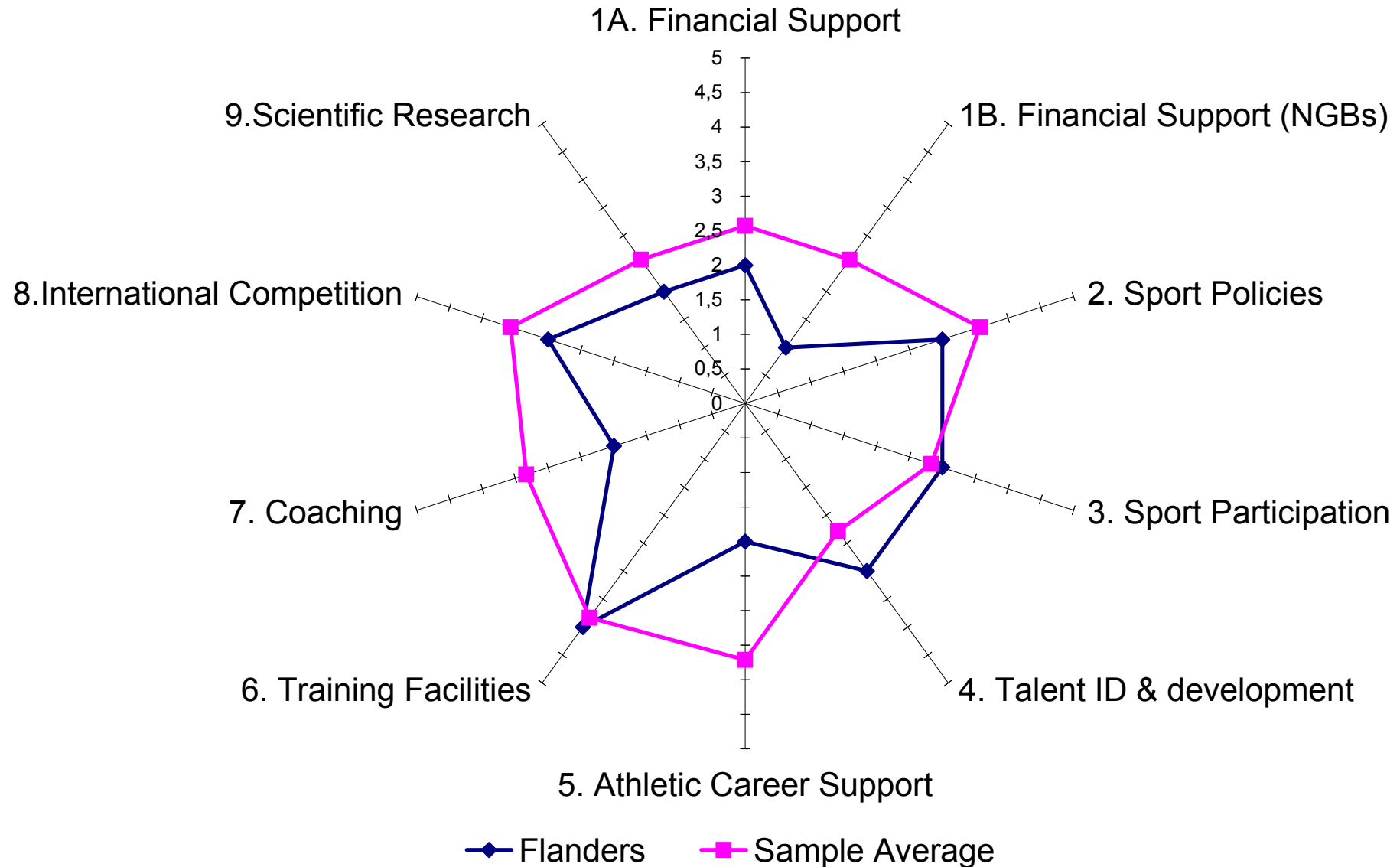
Canada



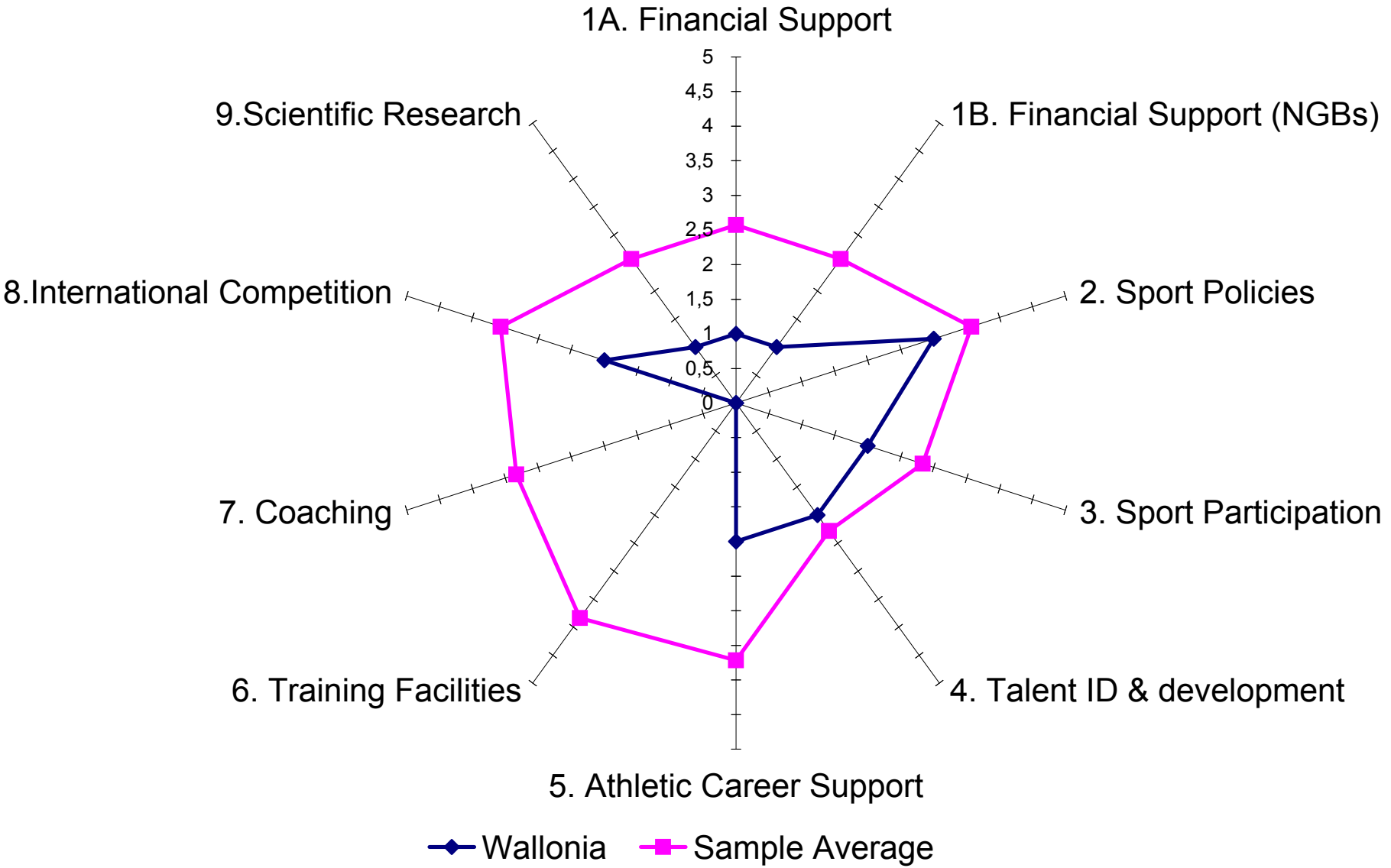
Norway



Flanders



Wallonia



5 conclusions



Input-output relationship?

Nations who have invested most in elite sport, also perform best.

- The best predictor of output is the absolute amount of funding allocated to elite sport
- However, elite sporting success appears to be the outcome of a multivariate process involving many pillars



Effectiveness?

2) The best performing nations in summer Olympic sports (UK, Italy, Neth.), have the best scores on:

- Pillar 1: financial support for elite sport
- Pillar 5: athletic and post athletic career
- Pillar 6: training facilities
- Pillar 7: coaches development

The worst performing nation (in both summer and winter sports) has the lowest scores on most pillars (Belgium: Flanders & Wallonia)



Conclusions: competitive advantage

- 3) Three pillars of international sporting success are still relatively underdeveloped in all sample nations and might thus give a **competitive advantage**:
- Pillar 4: Talent identification and development
 - Pillar 7: Coaches provisions (living circumstances)
 - Pillar 9: Scientific research/sport science support



Conclusions: competitive advantage

Small countries

- Pillar 3: quality of (organized) sports participation
- Pillar 6: Training facilities



Pillar 4 – talent development

4) The two best and largest nations in our sample, **Italy and the UK**, achieved relatively poor ratings on pillar 4: talent identification and development systems.

In an increasingly competitive environment, this relaxed approach to talent identification and development will not be sustainable for a long time any more; making the prospects of small countries (still) poorer.



Pillar 4 – talent development

5) Elite sports policy paradox:

- Increasing global competition is encouraging nations to adopt a more strategic elite sports policy. They do so in order to differentiate themselves from other nations.
- However, the net result is an increasingly homogenous elite sports development system, based around a near uniform model of elite sports development with subtle local variations.
- With increasing costs but diminishing returns on investments

To what extent do you want to be part of this Game?



Future research



Measuring competitiveness of elite sport systems and policies: comparing nations at <u>the overall sports level</u>	2010-2011
Benchmarking nations in elite sport disciplines: athletics	2009 (sept)
Benchmarking nations in elite sport disciplines: other sports	2010
A world competitiveness elite sport policy ranking	2011
Measuring the <u>outcomes</u> of elite sport: what is it good for, what does it lead to?	2011-12



“There are several ways to skin a cat”
“No nation can be competitive in everything (Porter, 1990)”

Thank you!

more information:

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Simon Shibli · Maarten van Bottenburg
Paul De Knop

The Global Sporting Arms Race

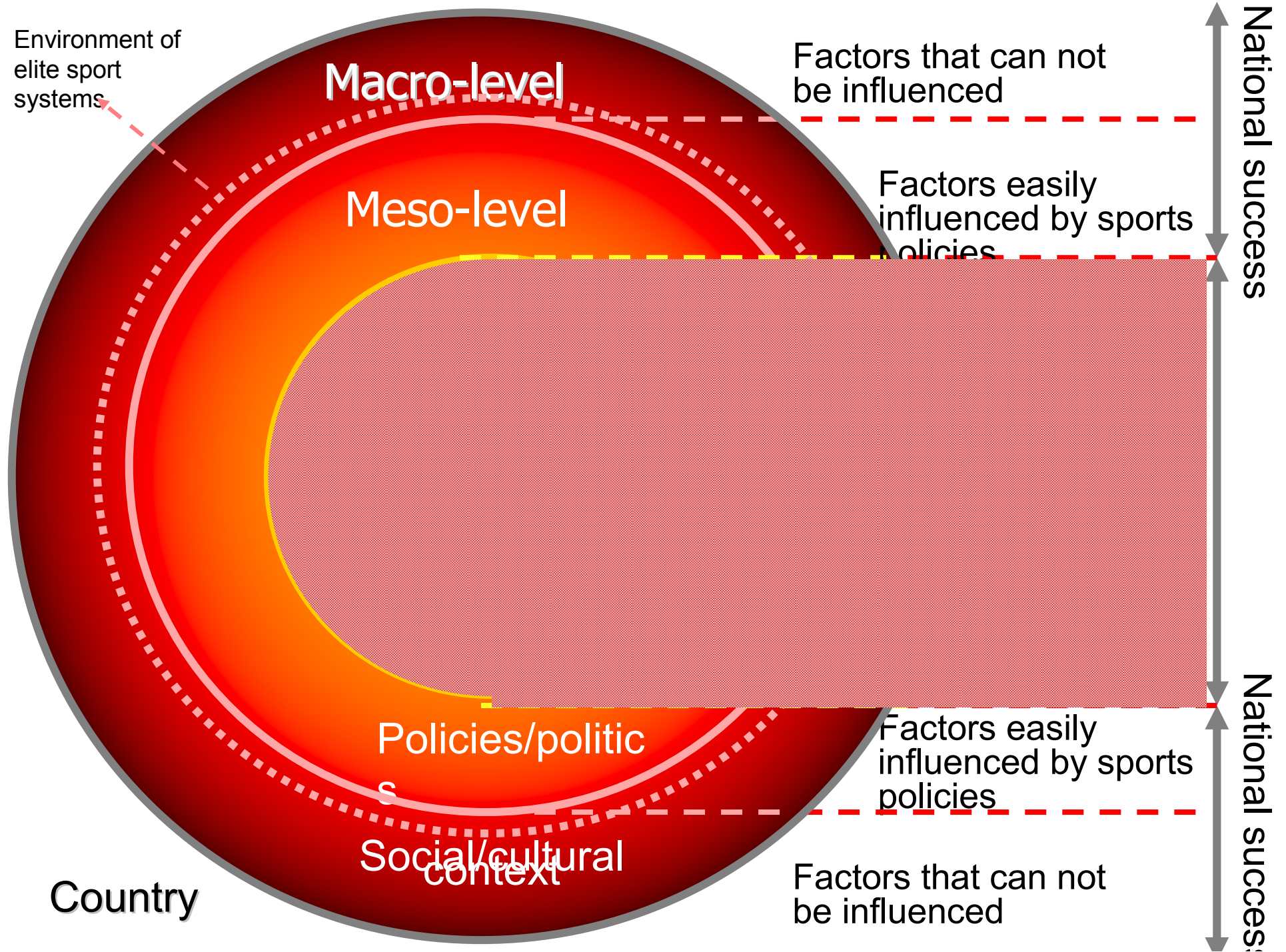
An International
Comparative Study on

**Sports
Policy Factors
Leading to
International
Sporting
Success**

MEYER
& MEYER
SPORT



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Cultural differences?

Flanders	The Netherlands
Improvisation	Planning
Less long	
Genera	
Avoids risks	Uncertainties
Hierarchical "want to be told what to do"	Involvement in policies "want to be involved in policies"

Better elite sports culture in
 the Netherlands?
 ↓
 More research needed

