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Analysing Management Strategies and Models Applied by Amateur Sporting Federations in South Africa.

KABELO J LETSHOLO

Ethics protocol number: WBS/BA1910458/126

A dissertation presented in partial fulfilment for the Degree of Master of Business Administration to the Faculty of Commerce, Law and Management, University of the Witwatersrand

JOHANNESBURG, MARCH 2023

Declaration

I, Kabelo J. Letsholo declare that this research report entitled "Analysing management strategies and management models applied by amateur sporting federations in South Africa" is my own unaided work. I have acknowledged, attributed and referenced all ideas sourced elsewhere. I am hereby submitting it in partial fulfilment of the requirements of the degree of Master of Business Administration at the University of the Witwatersrand, Johannesburg. I have not submitted this report before for any other degree or examination to any other institution.

Kabelo J Letsholo

Signed at Johannesburg on 30 March 2023

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Abstract

This mixed methods research study was conducted to analyse management strategies and models applied by amateur sporting federations in South Africa. Since the advent of a democratic South Africa, only rugby, soccer, cricket and to some degree netball, golf and motorsport, have managed to maintain and/or increase their value proposition and thus attracted several stakeholders. The sports television coverage landscape has also largely remained the skewed only towards these federations. This is despite the fact that some amateur sporting federations have consistently and regularly participated in their respective sporting codes' world championships and even Olympics games. Media coverage of these amateur federations' participation in these events is scarce and covered nor the general South African population never gets to hear about them. Business entities have also been reluctant to partner with the amateur federations.

This research therefore seeks to identify and understand practices that hinder amateur sporting federations from achieving their objectives to highlight and recommend practices that these federations specifically and other amateur sporting federations in general can adopt to enable them to reach their strategic objective. The study was conducted through interviews with three amateur sports federations in South Africa. The initial primary research data was collected using structured interviews and an online survey. Analysis of this data found that there is evidence to infer a correlation between constructs such as an organisational sport framework, governance, sport value creation, sports consumer behaviour/needs and organisational performance at the national level.

It is hoped that this study will assist the sports fraternity in South Africa to appreciate that constructs such as sports value framework, good governance prescripts, sport value creation and offering value that sport consumers want, if implemented and/or adopted, can help elevate amateur sporting federations.

Key words

Amateur Sporting Federations; Management Strategies; Organisational sport framework; Sports value creation; Sports consumer behaviour; Sporting Federations governance; South Africa.

Dedication

I dedicate this thesis to my wife. You truly are my rock.

Acknowledgement

This work would not have been had it not been of the grace and favour of God who blessed with me with this great opportunity.

Professor Jacob Mati, you deserve a special thank you. Your unwavering support and guidance throughout this process is appreciated.

To my wife Mmapuleng Antoinette Mmampe Letsholo, it is your love, assurance, and your unwavering support that carried us right through this journey. For that, I will forever cherish you.

To my kids, Refilwe, Oagaisa and Ipeleng Letsholo, I can only hope that the sacrifices we made will have a positive impact on your lives.

I thank all the presidents of Volleyball SA, Squash SA and Softball SA for allowing me in their space and sharing information about their organisations. I also want to thank Jean Willers from Nielsen Sports SA, for sharing insight on the sports landscape in South Africa.

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List of Abbreviations

EFA
Exploratory Factor Analysis ---- 28
FEI
Fédération Equestre Internationale ---- 43
FIS
International Ski Federation ---- 43
IIHF
International Ice Hockey Federation ---- 43
KMO
Kaiser-Meyer-Olkin ---- 29
MSA
Measure of sampling adequacy ---- 29
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Sports Value Frameworks----1
TUKS
University of Pretoria ---- 36
USSA
United Schools Sports Association ---- 35

1. INTRODUCTION TO THE RESEARCH

1.1. Background of the Study

Sporting organisations exist with the primary objective of growing the sport they are involved in. It is trite to opine that these objectives include but are not limited to increasing the financial value of the organisation, increasing membership numbers of sports participants and having athletes perform well against the best internationally (Winand, Zintz, Bayle & Robinson, 2010). These objectives can be achieved when certain conditions are met. First, if organisations understand who their consumers are and what their expectations are (Funk, 2017), second, as posited by De Knop, Van Hoecke and De Bosscher (2004), if organisations are run properly and lastly, when the same organisations create value for both their internal and external stakeholders[1] (Achrol & Kotler, 1999; Vargo & Lusch, 2015). Sport value frameworks (Gerke, Woratschek and Dickson, 2020), organisational governance (Geeraert & van Eekeren, 2022), value co-creation (Kase, Urrutia & Gómez, 2013) and sport consumer experience/behaviour (Kim, Magnusen, Kim & Lee, 2019) are but some of the constructs that, if understood and collectively adopted and/or applied, can enable sports administrators to achieve their organisational objectives. It is the purpose of this study to appraise the application and adoption of these constructs against amateur sporting federations[2] in South Africa. The study is informed by the fact that only a few federations have managed to "grow" their sporting code in South Africa.

1.2. Context of the Study

The success of every organisation is dependent on the framework within which its management functions. Particularly in sporting organisations, the understanding and application of such frameworks have a significant impact. In sport management, there are frameworks like Sports Value Frameworks (SVF) which, according to Woratschek, Horbel and Popp (2014), can enable sports administrators to have a better understanding of the sports management phenomenon and thus strengthen their decision-making processes. The SVF is but one of the theories and models developed that can lead sporting organisations to perform better. As advocated by Woratschek, Horbel and Popp (2014), applying the SVF principles changes the traditional management

[1] Stakeholder is any group or individual who can affect or is affected by the achievement of the organisation's objectives (Freeman, 1984).

[2] National Federation: "a national governing body for a code of sport in the Republic of South Africa recognised as such by the relevant international controlling body and by the [South African sports] Commission and as the only authority for the administration and control of the relevant code of sport." (Sport Commission Act 109 of 1998 section 1(x).

approach of administrators, thus influencing them to consider sporting events as platforms for value co-creation (Woratschek, Horbel & Popp, 2014). This leads administrators of amateur sporting federations in South Africa to new insights in sport management practice. It will enable them to develop strategies for value co-creation and collaborative brand building (Woratschek, Horbel & Popp, 2014). For amateur sports federation administrators, central to the SVF is what Woratschek, Horbel and Popp (2014) advocate as an insight that sporting events encompass various stakeholders, for example, spectators, athletes, organisers and/or sponsors, around the core of a specific lifestyle/consumption activity and fulfilment of several needs (Woratschek, Horbel & Popp, 2014). It is for this reason that Cafferata (2004) emphasises that, due to the complexities of modern-day sport management, sport organisations now require leaders that can organise and monitor complicated management functions, delegate and motivate the organisations. To navigate these modern-day sport management complexities, organisations need to build on their human resource capital and have competent administrators that can ensure that their organisations are functioning properly and ethically within the governance prescripts, resulting in the achievement of their organisational goals.

Any framework adopted must be guided by how an organisation is formulated. Such organisational formations, in turn, have implications on governance of the organisation and, consequently, its performance. The findings of a study by De Knop, Van Hoecke and De Bosscher (2004), commissioned by the Flemish Ministry of Sports and the Governmental Sport Administration, concluded that the main weaknesses hampering sporting organisations' progress were in strategic planning, marketing management and organisational governance structures (p. 57). To understand the effects of non-compliance with governance prescripts and, consequently, performance by the amateur federations in South Africa, it is the aim of this study to additionally examine their organisational design(s)/architecture, with specific attention to the governance. To achieve this, the study explores elements of good governance such as transparency, democratic processes, internal accountability and control, and societal responsibility as identified by Geeraert (2018) within the amateur sports federations in South Africa. This is informed by Cafferata's (2004) advice that implementing these dimensions of good governance will maximise legitimacy, minimise unethical practices and ensure organisational effectiveness.

Georgopoulos and Tannenbaum (1957) define organisational effectiveness as the extent to which an organisation, with the resources and means at its disposal, fulfils its objectives. Utilising the resources and means at their disposal, sporting federations can package and effectively create value for their sport. Amateur sport federations' administrators need to be aware that this value, also

called service ecosystems, cannot be created in isolation but is always co-created in networks[3] (Achrol & Kotler, 1999; Vargo & Lusch, 2015). For this value (co)-creation process to succeed, these sports administrators need to incorporate tangible resources, such as products or services, with other actors within their networks (Helkkula, Kelleher & Pihlstrom, 2012; Vargo & Lusch, 2004). The rationale behind, as stated by Kolyperas, Maglaras and Sparks (2019) is that value is often defined by the sport consumer and that sport events by their very nature, do not create value but serve as platforms and provide resources for actor-networks to integrate and co-create value (Grohs, Wieser & Pristach, 2019). Thus, in this process, the sports administrators need to strive for optimal match (Achrol & Kotler, 1999) between sport customer needs, as one of the actors and available sporting products.

As noted by Funk (2017) sport consumption is inherently subjective by nature and entails experiences based on the interactions between individual sports consumers and the sport environment. Sports administrators need to be aware that their sole purpose is to provide sport consumers with a pleasurable experience and need to focus on service quality and consumer satisfaction. Therefore, they need to have an in-depth understanding of a sport consumer frameworks like the Sport Experience Design (SX)[4] (Funk, 2017). Such knowledge and the subsequent espousing of the sport consumer behaviour/expectations in the management and formulation of marketing strategies, can be valuable to amateur sports administrators in South Africa.

1.3. The research problem statement

Absence of organisational governance leads to conflicts of interest, failure to manage risk, inadequate or inappropriate financial controls and generally poor internal business systems (De Knop, Van Hoecke & De Bosscher, 2004). These are but some of the consequences that the Australian Sport Commission (2012) cautioned to have a significant impact on the performance of sporting organisation. Notwithstanding the organisational governance, as noted by Cafferata (2004), modern day sport management is complex and needs managers who can strategically perform complex management functions. It needs managers that can understand and apply best practices in sport value framework (Woratschek, Horbel and Popp, 2014) and consequently are able to create value propositions to attract more actors to their sporting codes (Grohs, et al., 2019).

[3] Networks: examples of which include, but are not limited to, sports event organisers, sports teams, sports fans, sports authorities that are dynamic and interact with other ecosystems like sponsors, media, etc.
[4] Sport Experience Design (SX): a consumer centred approach that considers factors that enhance customer satisfaction and engagement by improving use and pleasure of sport experiences (Funk D. C., 2017)

The core function of sports administrators is to develop strategic plans that are informed by the needs and behaviours of the sport consumer (Fillis & Mackay, 2014 as cited by Valantinė, Grigaliūnaitė & Danilevičienė, 2017; Valantinė, Grigaliūnaitė & Danilevičienė, 2017).

The White Paper on Sport and Recreation for RSA (SRSA, 2012) notes that research has shown that 75% of the total television hours allocated to sports content in South Africa go to five codes, namely, soccer, rugby, cricket, golf and motorsport. The other amateur sporting federations in South Africa have not been as successful in attracting and/or increasing the number of consumers. These federations have also not been able to attract significant businesses to enter into sponsorship relationships. The status of dominant sporting codes has remained since the advent of democracy in South Africa. Soccer, rugby, cricket, golf and motorsport have continued to attract more business partners. However, only netball has in recent times managed to elevate their value proposition and attract several stakeholders.

The aim of this study is to explore and account for the problematic horizontal and/or negative growth trajectory of some amateur sports in South Africa. The research objective is to appraise the management strategies and models of these amateur sporting federations in South Africa with a view to identifying gaps that, if addressed, can assist in increasing their value proposition and thus attract several stakeholders.

In order to address the research problem, the following research questions were developed:

- Are the current management approaches enabling amateur sporting federations to achieve their organisational objectives?
- Does adherence to good organisational governance influence the performance of amateur sporting federations?
- How effective are amateur sporting federations' value creation strategies for their sporting code?
- Are the current amateur sporting federations' management strategies aligned with sport consumer behaviour/needs?

1.4. The research purpose (aim and objectives) statement.

To analyse challenges facing these amateur federations in South Africa, this study considers issues such as the understanding and/or adoption of aspects of sports frameworks, their organisational architectures and thus governance and the understanding and/or application of value co-creation models. Lastly, the study explores behaviour and contrasts it with current sports administrators' modus operandi.

Using mixed research methods, the aim of the research is to find out why current value propositions by amateur sporting federations are not adequate in attracting additional actor networks from the sport eco-system. This study also sought to determine if the efficacy of organisational governance results in the success of attracting external actors, as well as determine and analyse (if any) which sports value framework has been adopted by the federations. The study also investigates the strategic management plans of select amateur sport federations in South Africa and their alignment therewith to sport consumer needs and behaviour.

1.5. The research questions.

The research questions formulated for this study focus on the relationships between organisational governance and performance, management approaches, the achievement of organisational objectives and operational strategies, sport consumer behaviour/needs, and lastly, the approach of amateur sporting federations to sport value creation. To explore these research questions, the following hypotheses were formulated based on current literature.

Research Question 1:

Are the current management approaches enabling amateur sporting federations to achieve their organisational goals?

H_1 There is a relationship between sport management approach and organisational performance.

Research Question 2:

- Does adherence to good organisational governance influence the performance of amateur sporting federations?

H_2: There is a relationship between good organisational governance and organisational performance.

Research Question 3:

How effective are the amateur sporting federations' value creation strategies for their sporting code?

H_3: There is a relationship between amateur sporting federations value strategies and organisational performance?

Research Question 4:

Are the current amateur sporting federations' operational strategies aligned with sports consumer behaviour/needs?

H_4: There is a relationship between amateur sporting federations' operational strategies and the sport consumer behaviour/needs.

1.6. Delimitations and assumptions of the research study

Assumptions: The first assumption of this study is that successful South African national federations, to a large extent, have adopted and/or are applying the core principles of sport value frameworks, have sound organisational structures, adhere to good corporate governance principles, and that their strategic growth plans are sport consumer-centric. The second assumption is that if other amateur sport federations adopt and practice the core principles of sport value frameworks, have sound organisational architecture, adhere to good corporate governance principles, and finally, align their operations to the sport consumers' needs and behaviour, they will be able to co-create value and lift their respective sports to new heights.

Delimitations: The study does not address the issue of sport development and transformation agendas. The study focuses on analysing the management methodology in the form of the sport value framework adopted by amateur federations. The study includes an analysis of these methodologies, how they inform the organisational architecture, and governance and how these federations can co-create value to achieve their strategic objectives. Finally, the study reflects on whether the operations of amateur sporting federations are consumer-centric.

1.7. Significance of the research study

The significance of this research study is to ultimately highlight and recommend practices in sport management that can be used to propel amateur sport federations in South Africa to greater heights. The study focuses on the sport value frameworks, value co-creation in sport, and governance of amateur sporting federations in South Africa. When collectively applied, these constructs can enable the management of these amateur sporting federations in South Africa to overcome challenges in the running of their respective sport and achieve their organisational objectives. Failure by these amateur federations to adapt and improve will leave them playing second fiddle to the traditionally dominant sporting codes like rugby, soccer and cricket. Their player numbers will continue to shrink and eventually they will not have enough members to warrant membership to South African Sports Confederation and Olympic Committee (SASCOC) resulting in their players being left out and not being able to compete internationally.

1.8. Outline of the research report

The report has six chapters and the structure is as follows.

Chapter 1: Introduces and presents the research project offering, background and context.

Chapter 2: Reviews themes and theories that inform the research topic.

Chapter 3: Explains the research strategy, design, procedures, reliability and validity measures, as well as the limitations related to this study.

Chapter 4: Presents the research findings obtained from empirical data.

Chapter 5: Discusses, analyses and outlines the implication of the findings.

Chapter 6: Summarises and presents the conclusion and recommendations from the study.

2. LITERATURE REVIEW

The preceding chapter provided an overview of the formulation of the study. It presented the research problem to guide the research process and the envisioned research. This chapter reviews the literature pertinent to the research question. Section 2.1 outlines the research problem and provides a critical analysis of it. Section 2.2 reviews the literature on studies that have attempted a similar study or research. With information arising from Section 2.2, we identify and detail qualitative attributes and/or quantitative variables that are key to this research in Section 2.3. Section 2.4 identifies and outlines the framework that will be used to interpret the research findings.

2.1. Research problem analysis

In their quest to achieve organisational goals in this ever-changing and complex sports environment, federations are facing new challenges and need to change and adapt. The ability of a sporting organisation to respond to such environmental challenges is consequential to its survival and goal achievement (Clausen, et al., 2018). The construct of organisational goal achievement, as posited by Georgopoulos and Tannenbaum (1957), is encapsulated in organisational effectiveness. For sporting organisations to achieve their organisational goals, they need to be more intentional, comprehensive and strategic in their approach (De Bosscher, De Knop, van Bottenburg, Shibli & Bingham, 2007). Modern day sport administration is more complex, and as such, the traditional mindset of approaching management of amateur sport as just sport for sports' sake, fair play and humility can only be an impediment to the financial growth and progress of organisations (Clausen, et al., 2018 as cited by Hall, English, Jones, Westbury & Russell, 2022). As a result, amateur sporting federations need to transition from the traditional environment of focusing on amateurism to one that focuses on professionalism (Clausen, et al., 2018 as cited by Hall, English, Jones, Westbury & Russell, 2022). To achieve the organisational objectives, amateur sports administrators in South Africa need to consider constructs that have been proven to have an impact on the sport phenomenon (O'Brien & Slack, 1999; Sharpe, Beaton & Scott, 2018 as cited by Hall, English, Jones, Westbury & Russell, 2022). They need to be business-oriented and acknowledge that, over and above their core product of sport, their responsibilities include numerous stakeholders, such as sports consumers, sponsors, the media and marketing agencies.

This transition brings about additional challenges that amateur spot administrators need to be cognisant of. Sports administrators need to be aware that the changes to the economic and social environment have increased competition for limited financial and logistical resources (Westerbeek,

2010). This transition, as noted by Bradbury, Mitchell and Thorn (2020), has also led to demographic changes that have resulted in declining memberships and difficulty recruiting new talent. In some instances, political bias towards certain sports has been evident (Bennett et al., 2019; Halldorsson, 2017, as cited by Hall, English, Jones, Westbury and Russell, 2022). This new environment has also prompted the sports sector to be closely managed, coordinated and regulated and the need for governance structures and procedures (Hall, English, Jones, Westbury and Russell, 2022).

2.2. Research knowledge gap analysis

Sport Value Framework: Theories and models developed for use in sport management, if adopted, can lead to better problem analysis and thereby help amateur sporting federations in South Africa develop appropriate strategies for their management. However, Washington and Patterson (2011) highlight that the adoption of these general management or economic theories has not been well applied to the field of sports management and/or is insufficiently incorporated into current models. They attribute this to the assertion that sports administrators view these theories as too abstract and not practical to implement. Hence Woratschek, Horbel and Popp (2014) advocate for the need for a new perspective on sport-specific phenomena with more appropriate solutions to the sport management problems. The authors propose a conceptual framework for sport management that considers the sport's unique characteristics. The sport value framework by Woratschek, Horbel and Popp (2014) provides foundational premises that allow sports administrators to better manage their sport. As a basic principle, Woratschek, Horbel and Popp's (2014) framework has new characteristics which amateur sports administrators can benefit from. The authors outline these characteristics as co-opetition (simultaneity of cooperation and competition), the involvement of volunteers in the creation of services, the importance of emotions (fans' ultimate loyalty to their favourite club) and the mixture of profit and non-profit organisations (Woratschek, Horbel and Popp, 2014). According to the authors, their sport value framework sees the idea of sport value as one of contemporary marketing's core principles and focuses on how value is co-created in sports (Woratschek, Horbel and Popp, 2014).

An enhancement to the sport value framework is the sport cluster concept. According to Gerke, Woratschek and Dickson (2020), this middle-range theory connects an empirical setting to the sport value framework. It explains why different social and economic stakeholders build and retain relationships in a sports ecosystem. However, sport activities are still the driving force for co-creating value in sports clusters.

Gerke, Woratschek and Dickson (2020 as cited in Shilbury 2000) note that one key success factor of the sport cluster concept is the ability of sport organisations to link with other industries. This attracts investment and generates revenue, leading to improved performance. The foundation of both the sport cluster concept and the sports value framework is that sport products and sport services are only the culmination of applied knowledge and skills by all stakeholders in the sport ecosystem. (Gerke, Woratschek &Dickson, 2020) .

Through their research, Gerke, Woratschek and Dickson (2020) and Woratschek, Horbel and Popp (2014) have demonstrated how critical it is for sporting organisations and sports administrators to understand and adopt value frameworks. These frameworks contain, best practices that will ensure growth in these organisations. However, it is important to note that the premise of this assertion assumes that sport management bodies are functioning correctly and that they are constituted properly. Another premise is that sport managers have the necessary knowledge, skill and competence to be able to implement these guidelines as contained in these frameworks.

Organisational governance and performance: A consensus from the Sixth International Conference of Ministers and Senior Officials Responsible for Physical Education and Sport (MINEPS VI, 2017) is that good sport governance is increasingly recognised as a critical feature of effective, equitable and ethical sports organisations. Thus, good governance in sporting organisations can have a powerful impact on their performance and credibility. Hence, the statement by the Australian Sport Commission (2012) that "organisational governance structures have a significant impact on the performance of sporting organisations" (p. 2). Consequently, preparation and implementation of a vision and strategic plan, promoting the sport, managing the sport's rules and regulations, encouraging participation and developing talent and elite athletes are but a few of the functions of sports administrators that have implications for the governance of the federations.

Good organisational governance, as a construct, aims to ensure that those who are tasked with leading organisations, seek to deliver outcomes for the benefit of the organisation and its members. Hoye and Cuskelly (2012) define the governance of sport organisations as a process that involves establishing a direction or overall strategy to guide the organisation and ensuring that organisational members have some say in how that strategy is developed and articulated. The Australian Sport Commission (2012, as cited in Hoye & Cuskelly 2012) determined that the absence of good organisational governance leads to conflicts of interest, failure to manage risk, inadequate or inappropriate financial controls, and generally poor internal business systems and

reporting. The authors further emphasised that a lack of adequate controls, monitoring and reporting lines, individuals having inadequate skills and a lack of succession planning are consequences of poor governance. To quantify and be able to evaluate the state of governance in sport organisations, the Danish Institute for Sports Studies and Play the Game surveyed the literature on good governance in sport (Adler, et al., 2020). The outcome of the survey was a set of indicators and criteria to disseminate good practices in good governance (Adler, et al., 2020).under the title, *Sports Governance Observer* . The Sports Governance Observer (SGO) used in this study to appraise the amateur sport federations in South Africa, reviews sports federations governance standards based on transparency, democratic processes, internal accountability and control, and societal responsibility.

Amateur sport value creation: Current sport management practices among amateur sport federations and, by extension, their sport marketing strategies, appear to be product-centred. According to Tsiotsou (2016), this conventional approach focuses on sport federations' value propositions and therefore neglects how value co-creation is derived and sport experiences are shaped among multiple actors. As illustrated in Figure 2.1, amateur sport federations' administrators need to be aware that the eco-system for sport value co-creation involves multiple social/economic stakeholders.

According to Mahony et al. (2005 as cited in Kase, Urrutia and Gómez, 2013), the appreciation of the role of stakeholders is continuously increasing in sport. Thus, stakeholder management in sport has become an integral part of value creation and can provide a valuable return on investment to sport federations (Kase, Urrutia and Gómez, 2013).

Focusing on one aspect (product) will hamper efforts to realise their organisational goals. It is, therefore, imperative that sports administrators understand that the dynamics of value co-creation include the development of strategies that are inclusive of all actors to make their sporting events individually valuable and collectively meaningful.

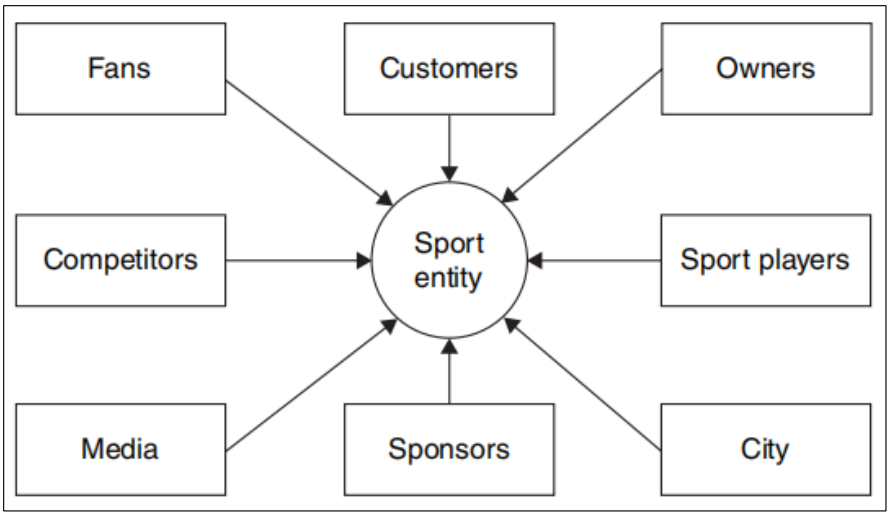


Figure 2-1:Sport entity stakeholder model
Source: (Kase, Urrutia and Gómez, 2013, p. 34)

To that end, Kase, Urrutia and Gómez (2013) advise that sports administrators may greatly enhance their effectiveness and efficiency through the understanding and application of the virtuous circle[5], as depicted in Figure 2.2. Considering this virtuous circle, to create value for the sport consumer, amateur sporting federations' administrators need to understand that sport events, by their very nature, are intended to entertain the fans and win competitions (Kase, Urrutia and Gómez, 2013). They need to understand that media impacts sports in major ways. The scope and economic scale that major sports events acquire are largely thanks to the media. Cities and countries create opportunities and attract sports consumers by hosting regional, national and international competitions. Kase, Urrutia and Gómez (2013) advise that hosting these competitions is an opportunity to showcase a city's or country's talent and their capacity to organise large-scale events and thus attract sports consumers. Another dimension that amateur sport federations' need to consider is that companies see sports events as effective means of implementing their advertising and sponsorship strategies. These relationships can be mutually beneficial. Sports administrators need to package their sport value proposition so that it is attractive and companies want to partner with it. If considered/adopted, the authors advise that the virtuous circle provides the justification for the framework of coordinated and concerted actions that tap into the synergies of all actors in the circle (Kase, Urrutia and Gómez, 2013, p. 7). By taking advantage of this circle, the value creation process by the amateur sport federation will become more efficient and effective.

5 Vicious circle: A concept predicated on the assumption that in sports activities, when appropriate measures are taken, they will unleash a chain of positive reactions amongst the involved stakeholders.

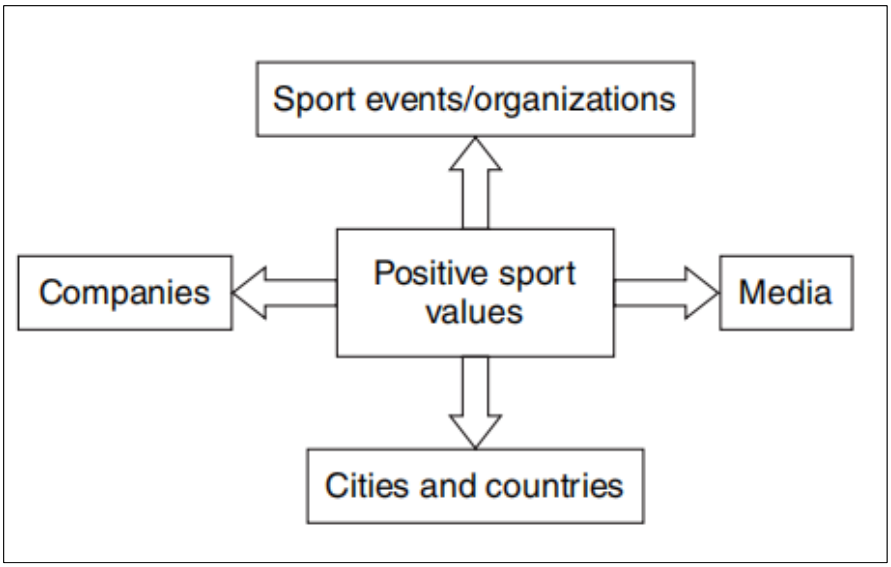


Figure 2-2: Sport virtuous circle
Source: (Kase, Urrutia and Gómez, 2013, p. 8)

Sport consumer behaviour: In the 2000 inaugural Laureus World Sports Awards, Nelson Mandela declared that sport has the power to change the world. It has the power to inspire. It has the power to unite people in a way that little else does. He further noted that sport can create hope where once there was only despair. That declaration, in the context of South Africa, was not made with only rugby, soccer and/or cricket in mind, but all types of sport in the country. It is therefore imperative that other sporting codes come to the fore and play their role in increasing access to the larger population. There are actions that need to be taken to grow their sporting codes. These include, but are not limited to, investigating and understanding factors that motivate sports consumers to attend or watch sporting events. Central to their organisational goals should be luring more athletes, sport consumers and/or stakeholders to their sport codes to ensure greater access, support and participation. As an enabler, they should be aware of the behaviour and needs of the sports consumer.

Extensive research has been done on sport consumer behaviour, and administrators of amateur sport in South Africa can benefit from understanding and responding to the apparent apathy by sport consumers towards their sporting codes. Funk, Beaton and Alexandris (2012 as cited in Funk 2017) note that sport consumption is largely subjective in nature and involves experiences based on interactions between individual consumers and the sport environment. The implication of the statement by Funk, Beaton and Alexandris (2012), is for amateur sport federations' administrators, to understand the purpose of developing and delivering sport experiences that meet the needs and wants of sport consumers. To achieve their organisational objectives, sports administrators need

to manage and/or focus on delivering a quality experience that is sport consumer-centric. Pine and Gilmore (1998 as cited in Funk 2017) emphasise that successful sport consumer experience management can create a competitive environment. Accordingly, managing these experience environments can and should include consideration by amateur federations' administrators of the environmental settings, social actors, social interactions with others, or service encounters (Fitzsimmons & Fitzsimmons, 2000). The central message for these administrators is to be aware of sport consumer expectations and thus have strategic long-term sport development plans that are in sync with the behaviour and expectations of the sport consumer.

2.3. Qualitative attributes and quantitative variables key to the research

Woratschek, Horbel and Popp (2014) conducted research on the sport value framework. The research developed a framework consisting of ten (10) fundamental principles suitable for analysing value co-creation in amateur sport organisations in South Africa. Burger (2004) conducted a research study aimed at investigating the levels of governance compliance by sport governing bodies in South Africa. A qualitative study was based on extensive literature and data collection from a self-administered questionnaire that was sent to the national federations being investigated and included biographical questions. This was followed by questions measuring people's perceptions of governance. The study found different levels of adherence to governance among the sport federations in South Africa and recommended that sporting federations need to proactively assume a higher level of compliance through the development of systems and structures that aid adherence to basic governance principles.

A study by Maxton (2019) focused on understanding the motivating factors of fans attending live rugby matches. The study investigated the relationships between fan motivation, involvement and satisfaction and fan loyalty (Maxton, 2019). This study, like Maxton's (2019) study was explanatory and adopts a relationship marketing approach to form the hypotheses. This study aimed to explore the relationships between the constructs of fan motivation, fan involvement and fan satisfaction. This study found that the most significant motive for rugby fans is the entertainment motive whereas the least significant motive is the economic motive.

2.4. Framework(s) for interpreting research findings

Sport value framework: Gerke and Pria (2018) conducted a study on the sport cluster concept in a single case study of the Auckland (New Zealand) sailing cluster. The study revealed evidence that sport activities are central to cluster organisations' activities. The study established that sport cluster organisations create value and that they continually evaluate this value proposition within

a value network. When researching the future sport delivery system, Shilbury (2000) examined the ability of sports to leverage financial contributions from those organisations (sports clusters) that rely on sport success in the marketplace. Similar to the determination by Gerke et al. (2018), Shilbury's (2000) results were consistent in encapsulating the benefits of applying a cluster theory to sport. The authors acknowledged the importance of the sport value framework (Woratschek, Horbel and Popp, 2014) as the basis for the development of the sport cluster concepts.

Following suit, the interview guide designed (Appendix 1.3) for the current study is informed by the of the sport value framework. The guide is aimed at contrasting the value propositions of the frameworks with the amateur management of sporting federations in South Africa.

Sport Governance: The sports governance observer (SGO), a benchmarking tool for good governance in international sports federations, has since 2015 been developed by Action for Good Governance in Sport (AGGIS)[6] (Geeraert, 2018). The SGO is based on basic good governance elements (Geeraert, 2018). These elements are then broken down into four sub-dimensions: namely transparency[7], democratic processes[8], internal accountability and control[9] and societal responsibility[10]. The SGO framework was used to collect data on six federations through the analysis of publicly available documents. To date, this tool (SGO) has been applied to 35 Olympic Federations to determine their adherence to organisational governance. When applied in the context of governance, Geeraert and van Eekeren (2022) emphasise that the SGO dimensions are jointly reinforcing and, to a large extent, mutually integral.

The study by Pielke, et al. (2020) evaluated good governance in US Olympic sport. The National Governing Body concluded that good governance involves intangibles such as culture, leadership and behaviour that are difficult or even impossible to capture quantitatively. However, the most important determination of the study is that governance can improve with a commitment among stakeholders around what constitutes good governance (Pielke, et al., 2020). Robinson, Chelladurai, Bode and Downward (2011) noted good governance is totally dependent on the quality of the people who participate and are involved in it. Good governance requires a

[6] AGGIS is a project aimed at creating a global index for good governance in sport (Geeraert, 2018).
[7] Transparency: The reporting of corruption risk assessments, allocated funds and strategic plans (Geeraert, 2018).
[8] Democratic processes: Organising open and competitive elections and establishing a nomination committee (Geeraert, 2018)
[9] Internal accountability and control: Establishing corruption risk assessments, open tenders for major contracts, an objective and transparent process for the allocation of major events, an internal compliance system, whistle-blower protection and independent board members (Geeraert, 2018).
[10] Societal responsibility: Implementing a human rights policy and requesting anticorruption controls as a requirement for external entities receiving funding (Geeraert, 2018).

combination of synergies, trust and communication between the board and executive teams of the organisation. Robinson, Chelladurai, Bode and Downward (2011) and Pielke, et al. (2020) collectively highlight the need for how the quality of the leadership of the sporting organisation, their motivation and competence can ensure good governance.

Sport Value Creation: Further, Grohs, Wieser and Pristach (2019) conducted a study on value co-creation at sporting events. The authors used the service dominant logic as a basis for their research. Their research suggests that sport events need to be viewed as platforms of value co-creation with a heterogeneous actor-networks to create value. Though focusing on value co-creation from spectators' point of view, the results from Horbel, Popp, Woratschek and Wilson (2016) confirm the importance of actor-networks in the value co-creation process. The authors emphasised that value cannot be created through the activities of one actor (Horbel, Popp, Woratschek and Wilson, 2016).

Using the same approach as with the sport value framework, the current study will contrast the current management of amateur sporting federations in South Africa against the prescripts of Grohs, Wieser and Pristach's (2019) and Kase, Urrutia and Gómez's (2013) value creation frameworks. This study looks at the causality, if any, from the sports consumer's perspective.

This study uses an open-ended questionnaire, Appendix 1.3, designed for use during interviews with the amateur sporting federation.

Sport consumer behaviour: The fundamental question this study aims to unpack is the understanding of the strategic responses by amateur sporting federations to the needs and behaviour of their sport consumers. Integral to the research question is why people attend sporting activities (Kim, Magnusen, Kim & Lee, 2019). Similar questions put differently are: Why do people seek out live sporting events? What brings people to sporting events? (GMR Marketing, 2018). The answers to those questions can be valuable to amateur sports administrators when creating and operationalising their strategic responses. To better understand the extent to which a variety of factors influence sport consumer behaviours, Kwon and Trail (2001 as cited by Kim, Magnusen, Kim and Lee, 2019) emphasise that a relationship does exist between motives and sport attendance. Their framework is based on fan-focused antecedents of sport attendance, relationship-focused antecedents of sport and product focused factors, Figure 2.3.

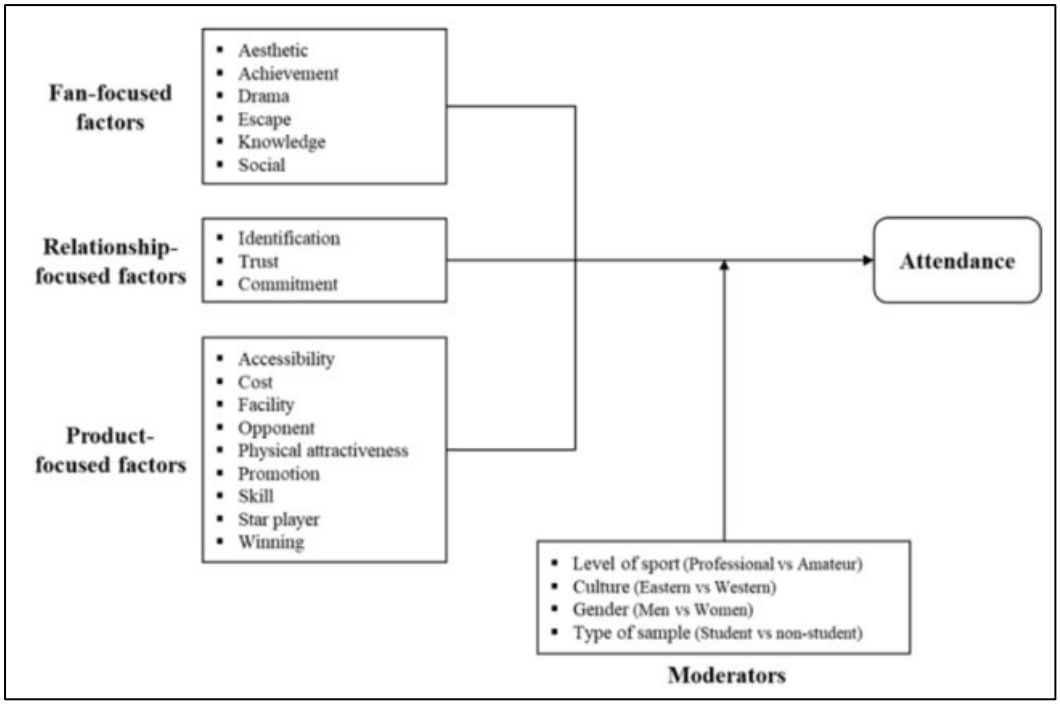


Figure 2-3: Meta-analytic framework of Sport consumption behaviour
Source (Kim, Magnusen, Kim and Lee, 2019, p. 120)

These antecedents, as discussed above, are consolidated in the Experiential EQ Framework, (Figure 2.4) into four primary emotional need states (GMR Marketing, 2018) that drive people to seek out experiences at events. The author identifies these needs states as belonging[11], identity[12], enrichment[13] and release[14].

[11] Belonging - The acceptance as a natural member of a group, or part of a chosen collective with common tangible/intangible interests (GMR Marketing, 2018).
[12] Identity - The qualities, beliefs and values that make a person or group unique and different from others (GMR Marketing, 2018).
[13] Enrichment - The growth that comes from simply discovering or learning something new (GMR Marketing, 2018).
[14] Release - The escape from daily life, using experiences to help cope with societal pressure, demands and stressors (GMR Marketing, 2018).

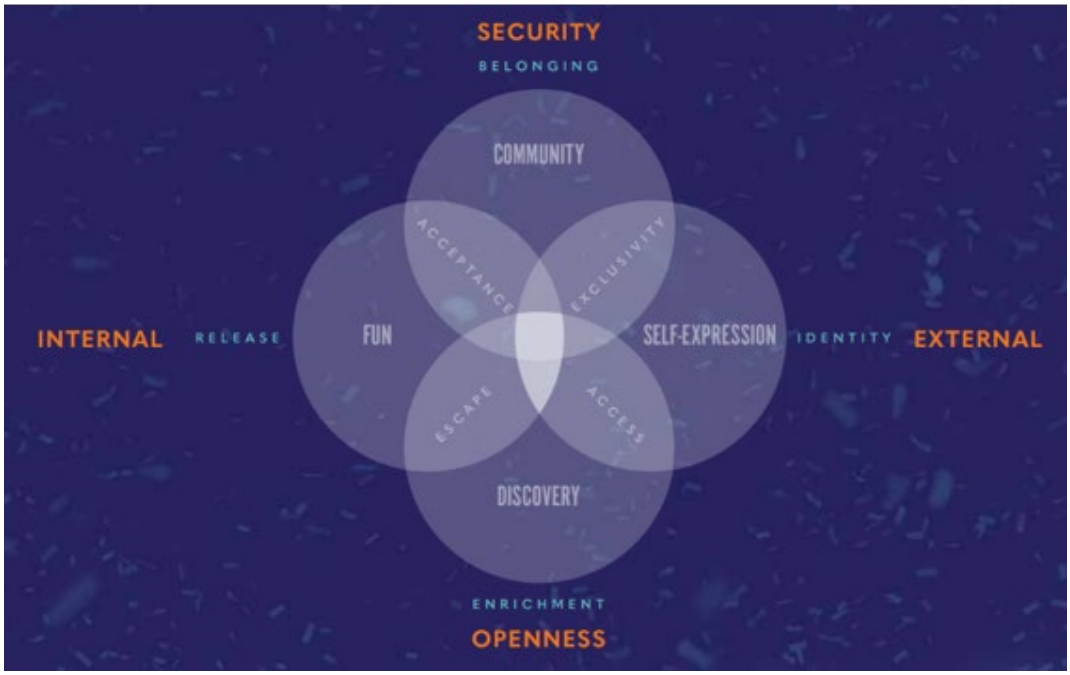


Figure 2-4: The Experiential EQ Framework
Source: (GMR Marketing, 2018, p. 4)

A survey questionnaire (Annexure 1.3) designed for this study captures factors that influence sport consumer behaviours and attributes. The questionnaire was informed by the framework of the needs states as outlined in the GMR report. Sports administrators will benefit by gaining an insight into sport consumer needs as illustrated in Figure 2.4. They will then be able to frame their strategies and create engagements that elicit and incorporate these emotions.

2.5. Summary of literature reviewed.

From the literature reviewed, it is crucial for this study to investigate the possible effects of adopting sport frameworks as developed for amateur federations in South Africa. There's irrefutable evidence from researchers of the effectiveness of these frameworks. The value of mapping stakeholders as actor-networks for the sporting market and thus ensuring they are part of the value co-creation process has also been evidenced by researchers. Researchers have also illustrated the benefits of a properly constituted sport organisations and the value of good governance. This study will investigate these constructs and relationships in the context of the management of amateur sport in South Africa.

3. RESEARCH STRATEGY, DESIGN, PROCEDURE AND METHODS

The research problem and the research questions for this study were outlined in the first chapter. The second chapter then reviewed the literature to authenticate the research problem and reviewed the relevant analytical frameworks to be applied to interpret the research findings. This chapter identifies and describes the research approach and design as well as the procedure and methods that were employed to collect, process and analyse the empirical evidence. Broadly, this chapter has three objectives: Section 3.1 identifies and describes the research strategy; Section 3.2 outlines the research design; Section 3.3 details the procedure and methods used to collect; Section 3.4 then describes the reliability and validity measures applied to this study to make it credible, and lastly, Section 3.5 covers the technical and administrative limitations.

3.1. Research strategy

Bryman (1988) defines research strategy as a broad overview of how to conduct research. Research strategy serves as a guide in planning, executing and monitoring the study (Johannesson & Perjons, 2014). Gravetter and Forzano (2015) identify five research strategies as descriptive, correlational, experimental, quasi-experimental and nonexperimental. To address the research problem, Creswell (2009) advances qualitative, quantitative and mixed methods as the three types of research methodologies. As posited by Creswell and Plano Clark (2007 as cited by Creswell 2009), mixed methods involve the use of both quantitative and qualitative research designs jointly, resulting in the overall strength of a study being greater than the two methods. According to Williams (2007), the mixed method provides an opportunity for answers about a phenomenon from the participants' point of view and an opportunity to ascertain if there exists a relationship between measurable variables. An illustration of the research strategy used in this study is detailed in Appendix 1.1

To answer the research questions in this study, interviews with amateur sporting federations, an appraisal of the federations applying the sport governance observer index and an online survey were conducted to establish if there existed a relationship between the following:

- management approaches and achievement of organisational objectives,
- organisational governance and performance,
- organisational value creation strategies and organisational performance and
- operational strategies and the sport consumer behaviour/needs.

3.2. Research design

According to Brink & Wood (1998), the purpose of a research design is to provide a plan for answering the research question and "is a blueprint for action" (p. 105). Bryman (2012) defines research design as "a framework utilised when collecting and analysing data". Research design can thus be defined as an overall plan that outlines the strategies to develop accurate, objective and interpretative information. Bryman (2012) identified the five generic research designs, namely: cross-sectional[15], longitudinal[16], case-study[17], comparative[18] and experimental[19].

This study utilised a comparative research design. The use of comparative design enhanced an understanding of the structures, management routines and systems of amateur sport federations against those of other federations deemed to be professionally administered or dominant in South Africa. Esser and Vliegenthart (2017) note that comparative research design allows the researcher to reach conclusions beyond a single case and thus be able to explain differences and similarities between objects and analyse relations between objects against the backdrop of their contextual conditions.

The comparative research design allowed this study to reach conclusions beyond single cases and explain differences and similarities between the not-so-successful amateur federations and the predominantly successful federations in South Africa (Gerke, Desbordes & Dickson, 2015). The constructs of how the management of federations is framed, their organisational governance, the federation's understanding of sports consumer behaviour/needs, and finally, how they position their product (value co-creation) are all interlinked. Thus, the concurrent triangulation design shown in Figure 3.1 below was the most suitable strategy.

The intent of this concurrent mixed methods study was to analyse management strategies and models applied by amateur sporting federations in South Africa. In the study, quantitative data were sourced from a randomly distributed web-based questionnaire. The questionnaire was distributed via Qualtrics survey software. Biographical information of the respondents was required for the completion of the questionnaire. The survey sought to get an insight into sports consumer behaviour, needs and expectations. This insight was then contrasted against qualitative data obtained through interviews with selected federations. An analysis of publicly available data,

[15] *Cross-sectional:* Examination of observations at one point in time
[16] *Longitudinal:* examine observation over time
[17] *Case Study* approach allows for in-depth, multi-faceted explorations of complex issues in their real-life settings.
[18] *Comparative:* comparing observations on relevant factors
[19] *Experimental:* research controls of the independent variable

strategies used by sports administrators to manage their organisations and strategies they have to create value was conducted. This combination of both quantitative and qualitative data was pursued in the belief that it offers a better understanding this research problem.

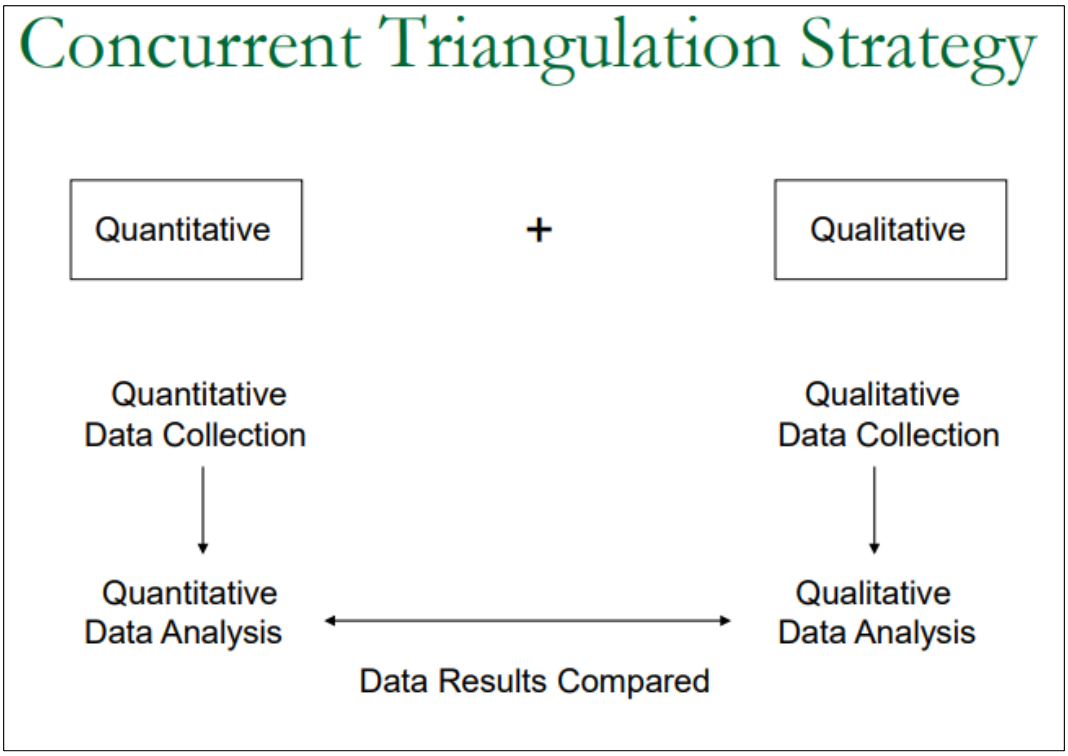


Figure 3-1: Concurrent Triangulation Strategy
Source: (Terrell, 2011, p. 267)

3.3. Research procedure and methods

This section documents the actual procedure and the methods employed in this research to collect, collate, process and analyse empirical evidence. Section 3.3.1 details the data and information collection instruments used. The target population and sampling of respondents are covered in Section 3.3.2. Section 3.3.3 covers the ethical considerations, while the data and information collection process and storage are discussed in Section 3.3.4. Data and information processing and analysis are outlined in Section 3.3.5 and Section 3.3.6 covers the background description of the respondents who provided empirical evidence for this research study.

3.4. Research data and information collection instrument(s)

Saunders and Lewis (2018) mention the three types of research approaches as explanatory[20], descriptive[21] and exploratory[22].This study utilised the explanatory approach for the quantitative part of the research. The explanatory approach aimed at exploring the relationships between the constructs of sports value frameworks, the governance of amateur sport federations, value co-creation in sport, sport consumer behaviour and organisational performance. Specifically, the study used a structured questionnaire with closed-ended questions to obtain participant responses. A questionnaire was designed and distributed randomly using a web-based Qualtrics survey application. Likert scale ratings were used to structure the questions. The questionnaire (see Appendix 1.4) covered the demographics and fourteen (14) questions to draw on the respondent's attitudes towards sport. The scale ranged from "strongly disagree, disagree, agree and strongly agree.

For the qualitative part, the structure of the data collection instrument was based on the principles of a semi-structured grounded theory approach. This encompassed both the interview schedule with Squash SA, Volleyball SA and Softball SA and an analysis of pertinent information about these federations that is available in the public domain. This approach involved an iterative process of data collection and data analysis (Williams, 2007) and was designed to enable the study to gain in-depth knowledge of the management strategies and models applied by amateur sport federations in South Africa (Yin, 2013). An open-ended interview guide (Appendix 1.3) covering the organisational framework and value creation phenomena, was used.

A perusal and analysis of information made available in the public domain by South African sport federations information were conducted. Federations considered for this analysis were the South African Soccer Association, South African Rugby Union, Netball SA, Squash SA, Volleyball SA and Softball SA. The Sport Governance Observer questionnaire was applied to appraise these federation's adherence to governance prescripts. The questionnaire (Appendix 1.2) consisted of four dimensions (Transparency, Democratic Principles, Internal Accountability & Control, and Social Responsibility), collectively 57 principles, with a total of 309 indicators as per Table 3.1 below.

[20] Explanatory research focuses on the relationships between variables or constructs (Saunders & Lewis, 2018).
[21] A descriptive study concentrates on recounting or explaining a phenomenon as well as the circumstances in which it occurred (Yin, 2003) and (Baxter & Jack, 2008).
[22] An exploratory study focuses on probable outcomes that may come about due to an intervention. Exploratory research also seeks to explore the validity of each of these outcomes (Yin, 2003) and (Baxter & Jack, 2008).

Dimensions	Transparency	Democatic Principles	Internal Accountability and Control	Social Responsibility
Principles	1 – 11	12 – 24	25 – 43	44 – 57
Indicators	42	55	107	105

Table 3-1: Sport Governance Observer Index Design (Dimensions)
Source: Author created

The structure of the questions was based on the Likert scale rating to appraise the federations' adherence to good governance prescripts. The scale used is as Table 3.2 below.

Scoring system	Indicator not fullfilled at all	Indicator partially fullfilled	Indicator fullfilled	Indicator well fullfilled	Indicator totally fullfiled in a state-of-the art
Score	0	1	2	3	4

Table 3-2: Sport Governance Observer Index Rating Design
Source: Author created

3.5. Research target population and selection of respondents

3.5.1. Research target population

The target population for this study was the sport federations (administrators) in South Africa. According to the South African Sport Confederation and Olympic Committee's 28 September 2022 federation's mailing list[23], there were 77 professional and amateur sporting federations under their umbrella. The second target population was the public (consumers of sports) in South Africa.

3.5.2. Sampling or selecting respondents from the target population.

To address the research question on sport value/cluster concept, value co-creation in sports and organisational governance, a purposive[24] rather than random sampling strategy was adopted for

[23] https://www.teamsa.co.za/national-federations/

[24] Purposive sampling, common in qualitative and mixed methods research, is a technique that relies on the researcher's judgment when identifying and selecting the individuals, cases, or events (sample) that can provide the best information to achieve the study's objectives (Bernard, 2002; Spradley, 1979; Palinkas, et al., 2015).

the identification and selection of the primary sample. Table 3.3 below gives an illustration of the overview of the sample.

The first category of federations included in the sample were responsible for squash, volleyball and softball only. Their selection was based on the fact that these federations are still defined as minority sports[25] that fall in category C of the Sports Broadcasting Services Regulations of 2010. Their selection was also based on their availability and willingness to participate in the study (Bernard, 2002; Spradley, 1979; Palinkas, et al., 2015). Federations that were perceived to be achieving their organisational growth objectives were excluded from this category. The basis for the exclusion from this first category was the inference that achieving their organisational goals means their organisational framework, governance, their understanding of their sports consumers and how they create value are in line with the prescript of the said constructs.

The second category comprised of federations that seemed to have succeeded in achieving their organisational objectives and the federations in the first category. The additional sport federations that were included to make up the second category were the South African Soccer Association, the South African Rugby Union and Netball South Africa.

In surveying the general South African population (sports consumers), a probability sampling intention was used. In quantitative research, as noted by Polit and Hungler (1995), there are two methods of sampling, one that yields probability samples in which the probability of selecting each respondent is assured (p. 279). The other yields non-probability samples, in which the probability of selection is unknown. To answer the research question on sport consumer behaviour/expectation, the probability sampling technique was employed. This sampling technique benefited the study as it minimised the probability of human bias (Bryman, 2012). The target for the study was a minimum of 50 respondents.

[25] Minority sports are any sports that do not have the majority of the population's following or a sport having less distinctive presence within larger society (Broadcasting Services Regulations, 2010)

Research Methodolody		Voolleyball SA	Squash SA	Softball SA	Netball SA	SAFA	SARU	General Public Sport fans
Qualitative	Interviews	√	√	√				
	SGO Index: Information in the Public domain	√	√	√	√	√	√	
Quantitative	Survey							√

Table 3-3: Data Collection Design
Source: Author created

3.5.3. Description of the research respondents

This research aimed to analyse management strategies and models applied by amateur sporting federations in South Africa. For the qualitative element, this study identified federations that are responsible for squash, volleyball, softball, soccer, rugby and netball. The presidents of squash, volleyball and softball were interviewed. For the quantitative element, a web-based survey link (Qualtrics) was distributed via various social media platforms to the general public (sports consumers). A total of 100 respondents participated.

3.6. Ethical considerations

Human behaviour is guided by a set of moral principles. Wagner, Kawulich and Garner (2012) define this set of moral principles as ethics. The authors further affirm that throughout a research project, ethical issues need to be heeded. Harm, consent, privacy, or deception are the four fundamental ethical constructs that Bryman (2012) says are to be considered in research.

As an MBA student, the nature of my interest in this research was strictly academic. This research was conducted to comply with my MBA program requirement. It was not my intention to profit from the research. I observed all the ethical prescripts of a research project as outlined by Bryman (2012). I therefore undertook to:

- not seek to gain any commercial profit other than a qualification.
- handle all obtained information with the necessary confidentiality, sensitivity and anonymity,
- not deceive participants in any way regarding the purpose of the research and what is expected of them will be explained explicitly,
- ensure that participants will not be subjected to stress or harm in any form whatsoever. The study, therefore ensured that ethical principles required by the Ethics Policy of the University of the Witwatersrand were considered and the following ethics were adhered to:

Ethical issues: permission and confidentiality: The researcher ensured that permission was sought first from the participants and informed them that the information shared would remain confidential. The researcher also sought permission to record the interviews. All participants were made aware that the study was for academic reasons and that participation was voluntary.

3.7. Research data and information collection process

Researchers need data to answer their research questions. To this end, researchers undertake a research data collection process Bryman (2012). Tashakkori, Teddlie and Teddlie (2003) specify eighteen research data collection instruments. These are shown below in a data collection matrix in Table 3.4. The table is a two-by-two matrix with research approach dimension and data collection instrument dimension. Pure qualitative research is defined as exploratory, inductive, unstructured, open-ended, naturalistic and free-flowing data resulting in qualitative data. Pure quantitative research is defined as confirmatory, deductive, structured, closed-ended, controlled research that results in quantitative data. The other dimension is the six major methods of data or information collection instruments: questionnaires, interviews, focus groups, tests, observations and secondary data.

Data Collection Matrix			
	Research Approach Continum		
Method of Data Collection	Pure Qualitative	Mixed	Pure Quantitative
Questionnaire	1	2	3
Interviews	4	5	6
Focus Groups	7	8	9
Tests	10	11	12
Observation	13	14	15
Secondary Data	16	17	18

Table 3-4: Data Collection Matrix
Source: Adapted from Tashakkori, Teddlie and Teddlie (2003)

For this study, option 03 (pure quantitative/questionnaire), option 04 (pure-qualitative/interview), option 16 (pure qualitative/secondary data) were used.

In the first round of data collection and analysis, key stakeholders and potential interview participants from amateur sporting federations in South Africa were identified. Requests for interviews were sent to federations responsible for squash, volleyball and softball as well as basketball and table tennis. Face-to-face interviews with Squash SA, Volleyball SA and Softball SA

were subsequently conducted. Through these interviews, access to information that is otherwise not freely available in the public domain was made available. The interview questions were open-ended and encouraged an open discussion to gather information about the management approaches of the federations.

The second round of data collection and analysis involved the perusal and analysis of the federation's information available in the public domain. Federations considered for this stage were the South African Soccer Association, the South African Rugby Union, Netball SA, Squash SA, Volleyball SA and Softball SA. Information obtained was used as an input to compile the Sport Governance Observer Index.

At the same time, a survey was distributed through web-based Qualtrics application to the general sport consumers. 100 respondents participated in the survey. Nine participants did not fully complete the questionnaire.

Data Management Consideration

Tight data collection and quality control were followed up by sound data management. All the completed manual documents (surveys) were scanned, stored in soft copy and encrypted on a cloud platform for security and ethical reasons. Documents made available by the federations were also treated with the utmost confidentiality and stored electronically on a password access-controlled cloud platform. All documents are to be kept for a minimum of five years.

3.8. Research data and information processing and analysis

The study undertook a data analysis process to derive insights from what was gathered from interviews and a survey. The recorded interviews were transcribed. The data collected from the interviews with Squash SA, Volleyball SA and Softball SA was then transformed into usable information (Gibbs, 2007). A link in the text to identify concepts and findings was sought to see if a correlation existed among them (Gibbs, 2007). This was then followed by identifying, analysing, organising, describing and reporting on themes found in the interviews (Braun & Clarke, 2006; Boyatzis, 1998). The data collected were then analysed using a grounded theory approach to test the research hypothesis. (Wagner, Kawulich and Garner 2012).

Document analysis of publicly available information of Squash SA, Volleyball SA, Softball SA, Netball SA, the South African Football Association and the South African Rugby Union was then carried out. Information on the federations' statutes, financial reports, membership numbers and the sport sponsorship landscapes were sought. From the available information, the Sport

Governance Observer dimensions of Transparency, Democratic Principles, Internal Accountability and Control, and Social Responsibility were used to ascertain the levels of governance adherence by federations. The results were then subsequently appraised against the scores of international federations from the 2019 SGO report.

3.8.1. Exploratory Factor Analysis

Exploratory Factor Analysis (EFA), a data reduction technique that uses principal axis factoring extraction with varimax rotation (Field, 2013; Hair, Black, Babin and Anderson, 2014), was performed to identify the underlying structure in the data. Exploratory Factor Analysis determined the extent to which each variable in the dataset is associated with a common theme. According to Field (2013), for data to be considered suitable for Exploratory Factor Analysis, the Bartlett's test of sphericity should be significant ($p<0.001$) and Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy (MSA) should be greater than 0.5 (Field, 2013). Bartlett's test of sphericity and the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy (MSA) were first conducted on the dataset for Exploratory Factor Analysis suitability (Field, 2013). A statistical significance of ($p < 0.001$) for the Bartlett's test and an MSA larger than 0.5 are requirements for the Exploratory Factor Analysis to be conducted on the dataset (Field, 2013).

3.8.2. Reliability and validity measures.

According to Bryman (2012), validity and reliability are essential criteria for assessing and evaluating the quality of research. A Cronbach's alpha test, a measure to test the internal consistency (reliability), was subsequently applied to the survey data. For reliability and validity to exist in the data set, a minimum Cronbach alpha of 0.6 is required (Ahdika 2017). As illustrated in Table 3.5, a Cronbach alpha value in the range of (0.0 to 0.2) is deemed less reliable and values in the range of (0.8 to 1.0) are deemed very reliable.

Cronbach's Alpha Score	Level of Reliability
0.0 – 0.20	Less Reliable
>0.20 – 0.40	Rather Reliable
>0.40 – 0.60	Quite Reliable
>0.60 – 0.80	Reliable
>0.80 – 1.00	Very Reliable

Table 3-5: Cronbach Alpha_Levels of Reliability
Source: Ahdika, 2017

3.9. Research limitations

The scope of the study was limited to sporting federations in South Africa. The focus was on those federations deemed not to be successful in growing their sport. However, data from other federations deemed successful also was sought. This study did not cover the provincial leadership of these federations. Access to information that should otherwise be in the public domain within these federations might was a concern. Some administrators did not understand or buy into the aims and objectives of the study. Unless otherwise referred by someone within their "circle", access to the administrators was a challenge. Numerous requests for interviews were ignored.

Documentation and publication of information that is otherwise supposed to be in the public domain is very problematic within the South African sporting fraternity. This is a problem that is not only prevalent in sport; it is a general problem that affects the entire country of South Africa (Makgahlela, 2021, p.iii). This non-availability of literature in the public domain on organised amateur sport is but one of the reasons that informed this research.

4. PRESENTATION OF RESEARCH RESULTS

In the preceding sections, research strategy, design, procedure and methods for this study were outlined. This chapter presents an analysis of data obtained from interviews with a sample of three amateur federations, document analysis using the SGO Index of six amateur federations and the results of the online survey of 100 participants.

Given that the description of the SGO Index was done in Chapter 2, Section 4.1 only presents descriptive information about the amateur federations' administrators interviewed and descriptive statistics about the survey respondents. The findings from the research questions are presented in Section 4.2. Section 4.3 delves into the general performance of South African sport federations. The chapter concludes with a summary of the results in Section 4.4.

4.1. Descriptive information and Statistics

Descriptive information: Interview respondents:

This study is domiciled in South Africa and seeks to understand management strategies and models applied by amateur sporting federations in South Africa. The data collection instruments consisted of face-to-face interviews with the current presidents of Squash SA, Softball SA and Volleyball SA (see Table 4.1). This was followed by an analysis of public information pertaining to the three amateur federations as well as rugby, soccer and netball federations in South Africa.

Profile of Interview participants			
Federation	Name	Gender	Designation
Volleyball SA	Anthony Mokoena	Male	President
Squash SA	Kyle Potgieter	Male	President
Softball SA	Mash Matsitela	Male	President

Table 4-1: Interview participants.
Source: Own Edit

Survey respondents: Descriptive statistics

An online survey. Data on the interview participants and survey respondents are depicted below in Figure 4.1, respectively. **A** outlines the respondent's gender. The majority of the respondents were male, with 53% males and 47% females. **B** shows that 38% of the female respondents were between the ages of 40 and 49, years followed by respondents in the age group of 30 to 39 at 27%. The least number of female respondents were below the age of 20 at 6%. **C** shows that 45% of the male respondents were between of 40 and 49 years followed by respondents in the age group of 30 to 39 at 23%. Similarly, the least number of male respondents were below the age of 20 at 4%. **D**, **E** and **F** show the gender and marital status of the respondents. Of the total sample of 100 respondents, **D** shows that 29% were married males and 20% were married females. Single females constituted 19% of the sample, whereas their male counterparts were 20%. The divorced respondents constituted 7% females and 3% males, respectively. Of the female respondents as shown in **E**, the majority (44%) were married followed by 42% who were single and 14% who were divorced. Most of the male counterparts (53%) as shown in **F,** were married; 41% of them single and 6% were divorced. **G** shows that of most of the respondents (37%) were between the ages of 40 and 49 years. This was followed by respondents between 30 and 39 years. The least number of respondents were in the age group below 20.

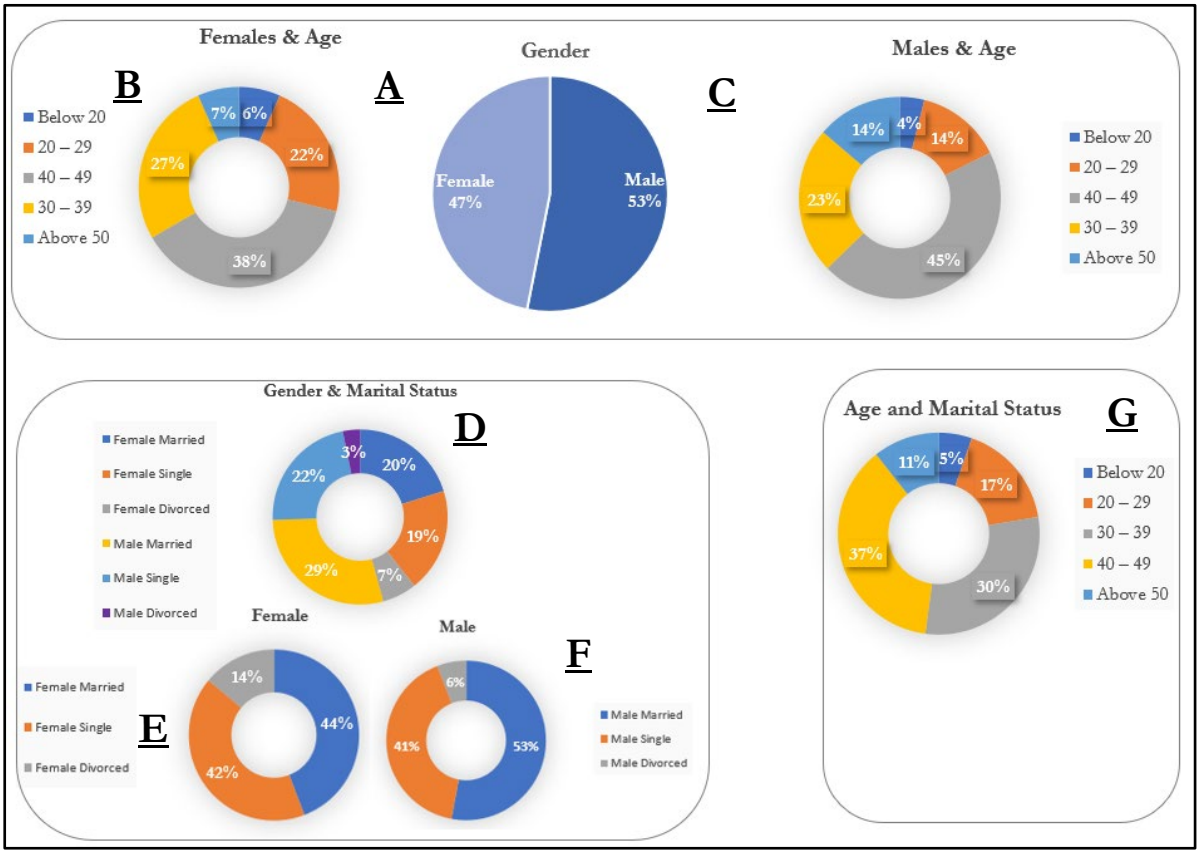


Figure 4-1: Survey Participants
Source: Author created

4.2. Findings on the research questions

The findings are presented in line with the research questions on:

- Amateur federations' sport management approaches,
- Amateur federations' organisational governance,
- Amateur federations' sporting value strategies, and
- Amateur federations' operational strategies and the sport consumer behaviour/needs.

As a universal theme on all the research questions, the presentation of results on organisational performances will follow suit.

4.2.1. Amateur federations' sport management approaches

This section provides data to answer research question 1. Data was drawn from publicly available information[26] [27] [28] [29] [30] [31] and interviews. Data drawn from publicly available sources deals with organisational regulations and expectations for the six federations this study considered. Interview data deals mainly with relations between the Volleyball SA, Squash SA and Softball SA and other actors in their respective clusters (stakeholder management), as well as operational issues. Section 4.2.1.1 presents data collected from interviews with the respective presidents of Squash SA, Volleyball SA and Softball SA. Then Section 4.2.1.2 presents results from the analysis of publicly available information.

[26] https://www.sarugby.co.za/general/governance-and-documents/
[27] https://www.squashsa.co.za/documents/
[28] https://www.volleyballsouthafrica.co.za/documents/
[29] https://softballsouthafrica.co.za/
[30] http://www.netballsa.co.za/news/
[31] https://www.safa.net/safa-statutes/

4.2.1.1. Qualitative analysis: Interviews

Interview guide: Question 1

No	Question	Sub-question	Volleyball SA: Response Mr. Mokoena	Squash SA: Response, Mr. Potgieter	Softball SA: Response Mr. Matsitela
1	Sporting activities are at the core of sport organisations' activities	Have you identified and/or established a relationship with actors whose products are complementary to your organisation?	"We do have product sponsors like Hype energy drink." "We also have Mikasa partnering with us through Global Body, but they are not direct sponsors)." Southern Sun also supports us with discounted accommodation." "We made approaches to Samsung, Vodacom, Nedbank, Mr. Price. No positive outcome." Redbull. "We have not had cash sponsorship apart for grants from Lottery."	"We have formal arrangement-Dunlop, Shoes, Racket sponsors/suppliers." "We have enjoyed support from Growthpoint for a long time."	"We do not have formal relationship with anyone in particular. Sponsors that sometimes help us are organised by the LOC of the hosting province." "We have unsuccessfully engaged with several corporates in the past."
		How would you describe the interactions and exchanges between your organisation and others within the cluster?	"We have relationship with SASVA, USSA. They are looking after the sport development at tertiary institution."	"We do not really collaborate with other federations." "We have partnered with Egoli squash academy in JHB for development. There is also Street Racket. They introduce the racket and ball sport with far less funds needed."	"USSA, SASCHOOLS and Masters' division are our affiliate members." "Special mention goes to VUT and TUT. Their teams are even participating in local leagues. USSA, independently participates in our national tournaments."
		Do you have a structure or affiliate that looks after the development of sport in	"School sport a challenge. Penetration. There is a Disjuncture between school sports and DSAC.	"We receive an annual grant from DSAC for development."	"The National Department of Sport has been supportive to us. We regularly receive a grant from

No	Question	Sub-question	Volleyball SA: Response Mr. Mokoena	Squash SA: Response, Mr. Potgieter	Softball SA: Response Mr. Matsitela
		schools and or tertiary institutions?	"Although through the Department of Sport, we run Volleyball development programs."	"Each province has a development structures." "Part of the money from sponsorship raised is distributed for development at the event."	them." That has helped us running the office and making sure that we are able to send team on international duty.
		Do you have a program that ensures continuity/transition from school sport to mainstream competition/league?	"The challenge is that athletes get lost once they finish school. Focus is on Education." "USSA does develop. The are our delivery agent." "Targeted recruitment happens with some other institutions. They even offer sport bursaries to student."	"There are challenges with this, but we have an extensive club structure country wide that ensures the transition." "We have active programs together with USSA on squash. We participate in world students' games."	"The cost of starting up a team/league is very high. This is a challenge we are facing." "USSA has been helpful in ensuring the sport is played at universities."

Interview guide: Question 2

No	Question	Sub-question	Squash SA: Response Mr. Mokoena	Squash SA: Response, Mr. Potgieter	Softball SA: Response Mr. Matsitela
2	Service is fundamental to exchange in sport.	Have you sought or use the expertise of professional institutions with regards to Elite player's competencies/expertise	"SASCOC had this before. But now there is support because of no funding. It's now the responsibility of the federation." "We make use of Independent, voluntary services from Bio kineticist and Physios." "We have not utilised the services of TUKS High performance center due to Financial considerations."	"We've been a long-term collaboration relationship with research institution like TUKS. Primarily for conditioning towards or in preparation for international events." "We have enlisted the services of TUKS high performance center. We also employ professional consultants to evaluations." "Unfortunately, elite athletes are on their own. They cover all their resource requirements like coaches, trainer." "We have just launched our national program for athlete conditioning. This is done via Skype, where experienced coached give advice." We do not have SASCOC's support for individual elite athlete."	" I stand to be corrected. There used to be support from SASCOC for this. But this was limited to and in preparation for the Olympics and only for medals hopefuls were covered." "If we have training camps, we engage services of independent service providers."

Interview guide: Question 3

No	Question	Sub-question	Squash SA: Response Mr. Mokoena	Squash SA: Response, Mr. Potgieter	Softball SA: Response Mr. Matsitela
3	Sport organisations only take part in the design of value propositions.	Are you involved or offer expert knowledge to entities (municipalities) that are involved in offering facilities in communities for your sports?	"When we run our development clinics, we take the responsibility of technical information for the courts. Sometimes people consult us. But most information on the design of courts is available on the internet. Some companies that build courts, have specialised knowledge required.	"We do not have a national coach due to budgetary constraints." "We have partnered with Egoli squash academy in JHB for development. We want to expand this kind of initiative nationally." "Most facilities are privately owned."	"Whenever municipalities want to invest in infrastructure for softball fields, they always consult us with the required technical information of the playing fields"
		Do you have structures that formally offer assistance for the development and knowledge transfer of your sport?	"We have our own development structure in provinces as well as USSA and SASVA, we do not have any other structures	"Our coaching clinics are conducted by the national association on a biannual basis." "We coach up to level 3 in South Africa. Additional coaching levels are the individual's responsibilities." "We have one international referee in SA."	"All development programs are initiated and run through us as a federation. There are initiatives from National, provincial and schools."

Interview guide: Question 5

No	Question	Sub-question	Squash SA: Response Mr. Mokoena	Squash SA: Response, Mr. Potgieter	Softball SA: Response Mr. Matsitela
5	Value in sport organisations is always co-created virtuous circle.	Do you have any collaborative relationship with research institutions pertaining to the latest training methodologies?	"No." We have our own programs that are informed by the world body."	"Not at the moment."	"No. Training is the responsibility of coaches. Our development programs offer basic coaching clinics. Thereafter is the individual's responsibility."
		Do you work closely with them to further develop and enhance current practices to improve the performances of your athletes?	"Only with the world body."		

Table 4-2: Interviews. Research Question 1
Source: Own

Content analysis: Consolidated Themes

Below are themes identified through content analysis of the interviews with the Squash SA, Volleyball SA and Softball SA. Following Gibbs (2007), a content analysis process was followed. This involved identifying, analysing, organising, describing and reporting on such common themes found in the interviews (Braun & Clarke, 2006; Boyatzis, 1998). The researcher then makes a judgement on the themes, indicating whether they are enablers or challenges to the federations.

No	Question	Sub-question	Theme	Enabler	Challenge
1	Sporting activities are at the core of sport organisations' activities	Have you identified and/or established a relationship with actors whose products are complimentary to your organisation?	In all three organisations, the appetite from external stakeholders limited. Big business not keen to be involved.		√
		How would you describe the interactions and exchanges between your organisation and others within the cluster?	These amateur federations rely on sponsors from companies that have people in decision-making positions that are linked to the sport.	√	√
		Do you have a structure or affiliate that looks after the development of sport in schools and or Tertiary institutions?	There's relationship established with USSA and SASCHOOLS. These organisations are affiliate members of the federations. However, in some cases, their programs do not all align with the national body. These structures operate independently and not accountable to the national bodies. Some federations have USSA participating in their national tournaments independently while other not. There is no uniform approach amongst these bodies.	√	√
		Do you have a program that ensures continuity/transition from school sport to mainstream competition/league?	All three amateur federations have USSA and SASCHOOLS as the affiliate members. However, development of the sport at schools and tertiary institutions is the sole responsibility of the		√

No	Question	Sub-question	Theme	Enabler	Challenge
			associate members. There is no clear guideline/program to ensure continuity to mainstream competition/league. Some regions have USSA members (individual tertiary institutions) participating in their regional tournaments independently while other not.		
2	Service is fundamental to exchange in sport.	Have you sought or use the expertise of professional institutions with regards to Elite player's competencies/expertise	All three amateur federations have, at some point, made use of the TUKS high performance center for the conditioning of National players. This only happens when preparing for international events.	√	√
3	Sport organisations only participate in the design of value propositions.	Are you involved or offer expert knowledge to entities (municipalities) that are involved in offering facilities in communities for your sports?	Most facilities are privately built and owned. Federations' involvement is only when the need has been identified and they are pulled into the "project" on an advisory's level.		√
		Do you have structures that formally offer assistance for the development and knowledge transfer of your sport?	The development programs are the responsibility of the regions. Structure have been established in each region for development programs. No clear performance measures regarding regional development have been established.	√	√
5	Value in sport organisations is always co-created virtuous circle.	Do you have any collaborative relationship with research institutions pertaining to the latest training methodologies?	All three amateur federations do not engage with any institution regarding latest training methodologies. Internally, coaching/Technical clinics are conducted for basic levels. However, for advanced couching (development) levels, it is the responsibility of an individual.		√
		Do you work closely with them to further develop and enhance current practices to improve the performances of your athletes?	All three amateur federations have, at some point, made use of the TUKS high performance center for the conditioning of National players. This only happens when preparing for international events. Due to cost implications, Volleyball SA has recently made use of other private institutions.	√	√

Table 4-3: Themes identified through content analysis.
Source: Own

4.2.1.2. Qualitative analysis: Document analysis

From an analysis of the statutes of Squash SA, Volleyball SA and Softball SA, the composition of their respective national executive councils is similar. It comprises the president and his vice president, the treasurer, the secretary general and various portfolio members. The duties as mentioned in the statutes are generic and without specific requirements (skills and experience) for the incumbent. The statutes make provision for committees without articulating their measurable objectives. Performance management processes for the members of the boards are not articulated.

Contrary to SAFA, and for example, SARU[32], the requirements and specifications of the additional and independent board members are targeted to address specific needs of the organisation. The incumbents need to have exceptional business, sport and professional acumen and experience. Additionally, these federations have standing committees with specific and measurable requirements. To ensure the affairs of the federations are run properly, these federations have a chief executive officer position who is also an accounting officer.

Among the main businesses of SAFA and SARU boards, as clearly outlined in their statutes, is to conduct the commercial activities associated with their sport. This includes, but is not limited to:

- brand building and protection,
- merchandising, sponsors of and official suppliers to their sport,
- media rights, including, but is not limited to, entering, taking over, negotiating, or otherwise acquiring any contract with any person for the right to broadcast and market.

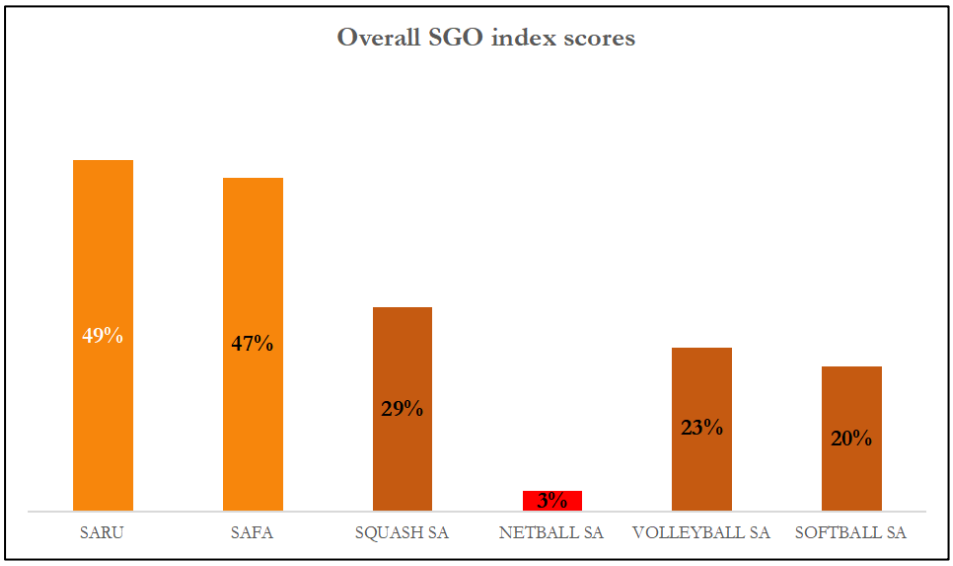
4.2.2. Amateur federations' organisational governance

This section provides data to answer research question 2. Data was drawn from publicly available information from the federations and the online survey. Publicly available information is an input for the completion of the Sport Governance Observer Index. The online survey deals with the perception of the sport consumer about the general governance issues of sporting federations in South Africa. Section 4.2.2.1 presents the results of the Sport Governance Observer survey for SARU, SAFA, Squash SA, Volleyball SA, Softball SA and Netball SA. Then Section 4.2.2.2 presents the results from the sports consumer survey.

[32] SARU constitution, article 15.3.4

4.2.2.1. Qualitative analysis: Sport Governance Observer

Figure 4.2 presents the comparative scores of the six surveyed sports federations in South Africa on the Sport Governance Observer (SGO), namely: the South African Soccer Association (SAFA), the South African Rugby Union (SARU), Netball SA, Squash SA, Volleyball SA and Softball SA. The Sport Governance Observer (SGO) Index is a set of indicators and criteria to disseminate good practice in good governance that the Danish Institute for Sports Studies and an organisation called Play the Game put together to quantify and be able to evaluate the state of governance in sport organisations. The Index consists of four dimensions, namely: Transparency, Democratic Principles, Internal Accountability and Control, and Social Responsibility, against which a score is accorded against a set criterion. The results based on Geeraert's (2018) assertion that a federation that achieves the highest possible score on all indicators in the survey would achieve an SGO Index of 100%, demonstrate that SARU achieved the highest overall SGO score of 49%, followed by SAFA with a SGO Index score of 47% within the four dimensions of good governance, namely: Transparency, Democratic Principles, Internal Accountability and Control, and Social Responsibility.



Not Fulfilled	Weak	Moderate	Good	Very good
0 - 19%	20 - 39%	40 -59%	60 - 79%	80 - 100%
Source: (Geeraert, 2018)				

Figure 4-2: South African Sampled Federations: SGO Index scores
Source: Author created

	SARU	SAFA	SQUASH SA	NETBALL SA	VOLLEYBALL SA	SOFTBALL SA
Transparency	56%	48%	13%	13%	7%	2%
Democratic processes	56%	54%	43%	1%	40%	36%
Internal accountability and control	66%	64%	33%	3%	25%	24%
Societal responsibility	26%	25%	23%	0%	19%	17%

Table 4-4: South African Sampled Federations: SGO Index (Overview)
Source: Author created

Federation report: SARU

Figure 4.3 shows the overall results on the governance index of SARU using the SGO guideline, which shows that SARU scored 49%, which corresponds to a 'moderate' score. Figure 4.4 shows that internal accountability returned the highest results of the four dimensions at 66%, a good score. The results further show SARU achieved the same score of 56% on both Transparency and Democratic process. A good result on internal accountability means that SARU has internal regulations and procedures governing events that may have an impact on its governance. These included, for example, premature resignations of members of the executives and an event in which their general assembly must vote to suspend or remove an elected official.

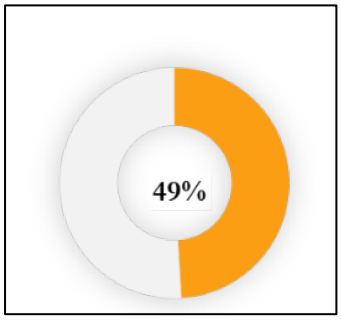


Figure 4-3: SARU: SGO Index scores
Source: Author created

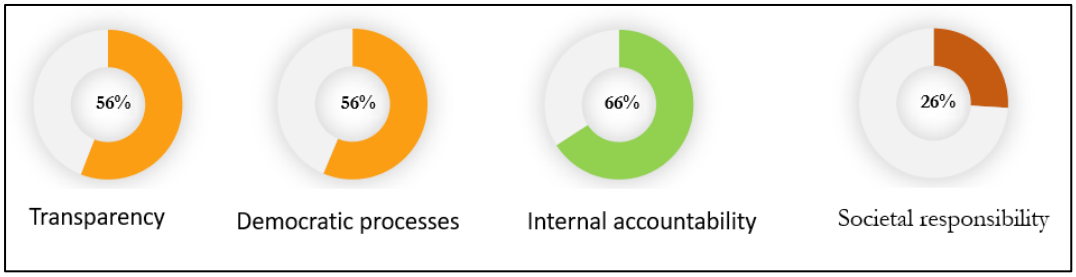


Figure 4-4: SARU: SGO Dimensions Index scores
Source: Author created

Federation report: SAFA

The overall results on the governance Index of SAFA, using the SGO guideline, shows that the federation scored 47%, which also corresponds to a 'moderate' score (see Figure 4.5). As shown in Figure 4.6, the federation returned a score second to SARU at 64% internal accountability, indicating a 'moderate' score. SAFA returned scores of 48%, 54% and 25% on the Transparency, Democratic Process and Social Responsibility dimensions, respectively.

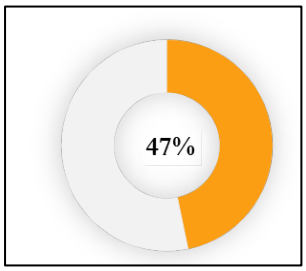


Figure 4-5: SAFA: SGO Index scores

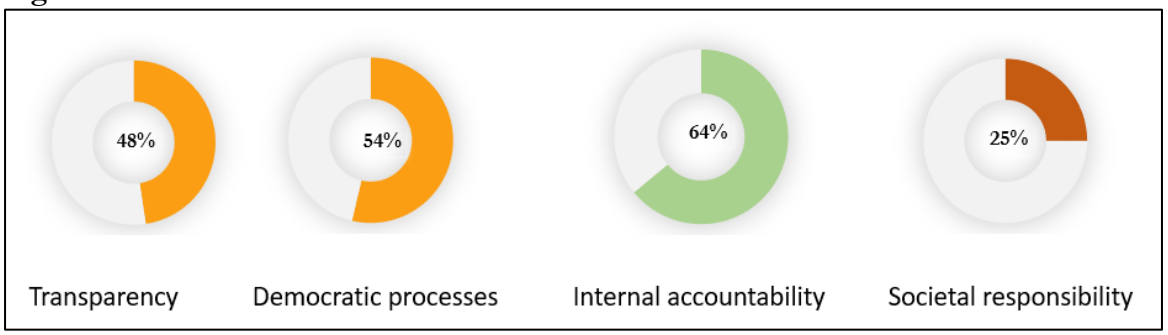


Figure 4-6: SAFA: SGO Index scores
Source: Author created

Federation report: NETBALL SA

Despite Netball SA being perceived to be performing better as compared to other amateur federations like Softball SA, Squash SA and Volleyball SA in recent years, the federation surprisingly achieved the lowest score compared to the other three amateur federations. As illustrated in Figure 4.7, Netball SA achieved an overall SGO Index score of 3%. Figure 4.8 shows that the federation returned scores of 12%, 1%, 3% and 0% on the Transparency, Democratic Process, Internal Accountability and Social Responsibility Dimensions, respectively. These results are primarily because Netball SA has not widely published the information required for the SGO score on its website and therefore cannot be considered for analysis. The reasons behind NETBALL SA not publishing governance-related information are beyond the scope of this study and cannot be part of future studies.

However, a 2015 report on netball's performance by BMi Sport Info (2015, as cited by Neethling, 2015) painted a different picture. According to Neethling (2022):

Netball is leading a resurgence of commercial interest in women's sport having risen to fourth position on the list of most sought-after sporting codes for sponsors behind soccer, rugby and cricket. In a market where sponsors believe that only 18% of sports codes are fully capable of managing their rights, netball ranks fourth in the codes deemed to offer the best growth opportunities, after, rugby, soccer and cricket (par. 1).

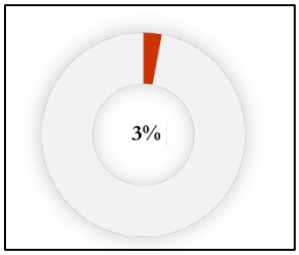


Figure 4-7: NETBALL SA: SGO Index scores
Source: Author created

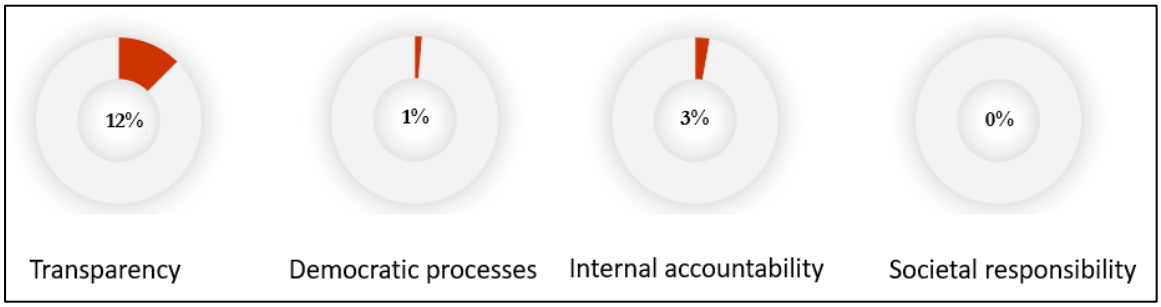


Figure 4-8: NETBALL SA: SGO Dimensions Index scores
Source: Author created

Federation report: SQUASH SA

Figures 4.9 and 4.10 illustrate the federation's results. On the overall results on the governance Index for Squash SA, the federation scored 29%, which corresponds to a 'weak' score. The federation scored a moderate 43% on democratic processes. The lowest score achieved was 13% on the transparency dimension.

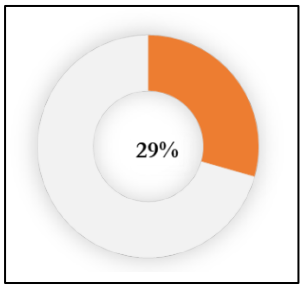


Figure 4-9: SQUASH SA: SGO Index scores
Source: Author created

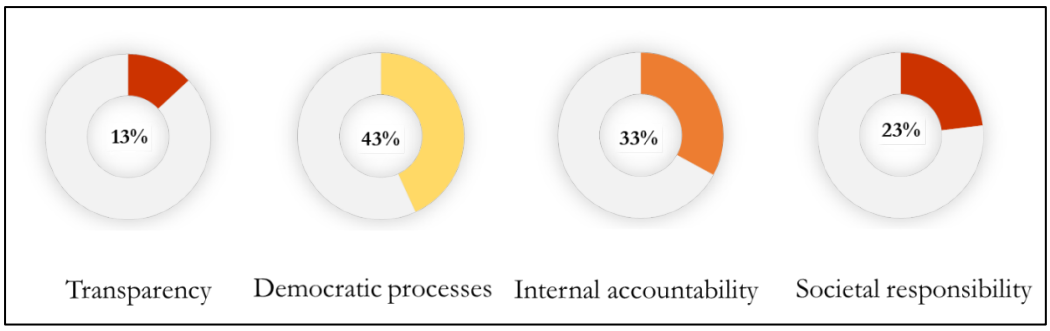


Figure 4-10: SQUASH SA: SGO Dimensions Index scores
Source: Author created

Federation report: VOLLEYBALL SA

Figure 4.11 shows the overall results on the SGO Index of Volleyball SA. The federation scored an overall Index of 29%, which also corresponds to a 'weak' score. The federation achieved weak score of 33% on internal accountability and a "not fulfilled" score of 13% on the transparency dimension.

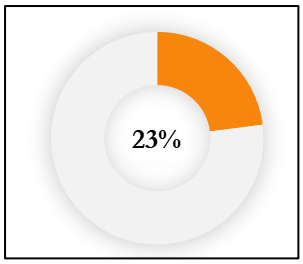


Figure 4-11: VOLLEYBALL: SGO Index scores
Source: Author created

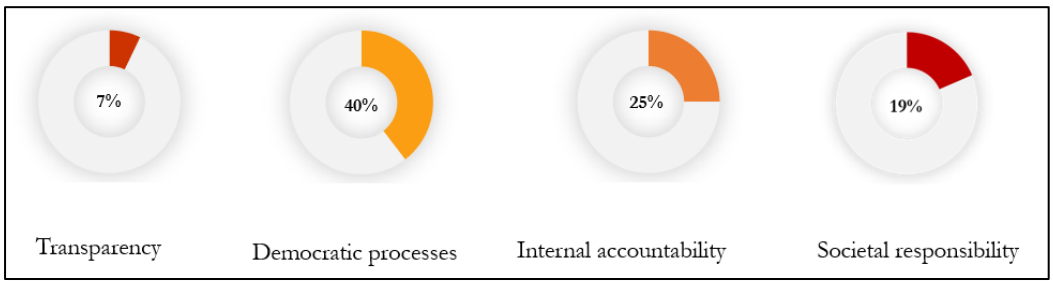


Figure 4-12: VOLLEYBALL SA: SGO Dimensions Index scores
Federation report: SOFTBALL SA

Softball SA's overall results on the governance Index (Figure 4.13) show that the federation scored 20%, which also corresponds to a 'weak' score. The federation achieved weak scores on Transparency (2%), Democratic Processes (36%), Internal Accountability (24%) and Social Responsibility (17%) Dimensions. The federation achieved a "not fulfilled" score on Internal Accountability and Transparency Dimension.

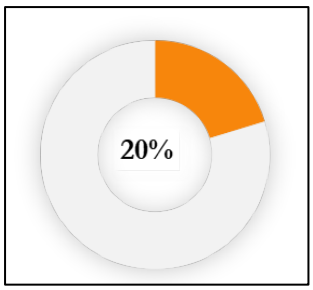


Figure 4-13: SOFTBALL SA: SGO Index scores
Source: Author created

Figure 4.14: SOFTBALL SA's scores on the four SGO dimensions

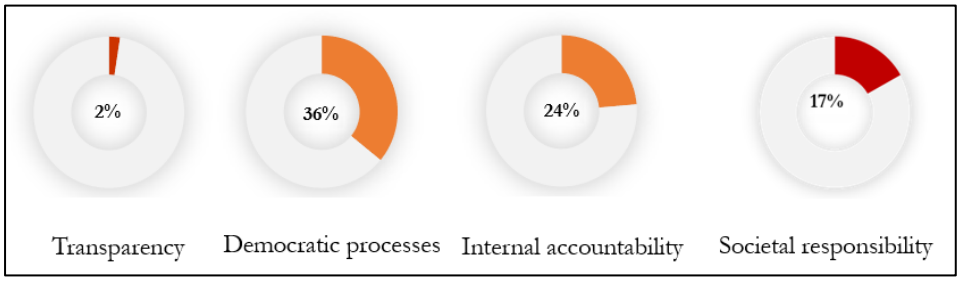


Figure 4-14: SOFTBALL SA: SGO Dimensions Index scores
Source: Author created

Federation report: South Africa position: international context

An examination of the top three performing international federations from the 2019 Sports Governance Observer Report, Figure 4.15, reveals that Fédération Equestre Internationale (FEI), International Ski Federation (FIS) and International Ice Hockey Federation (IIHF) achieved the governance scores of 83% (very good), 74% (good) and 48% (moderate), respectively. By comparison, the best performing South African federation, as per Figure 4.16, was SARU, which achieved an overall and moderate score of 49%. SAFA and Squash SA achieved 47% and 29%, respectively.

Federation report: Top three performing International Federations

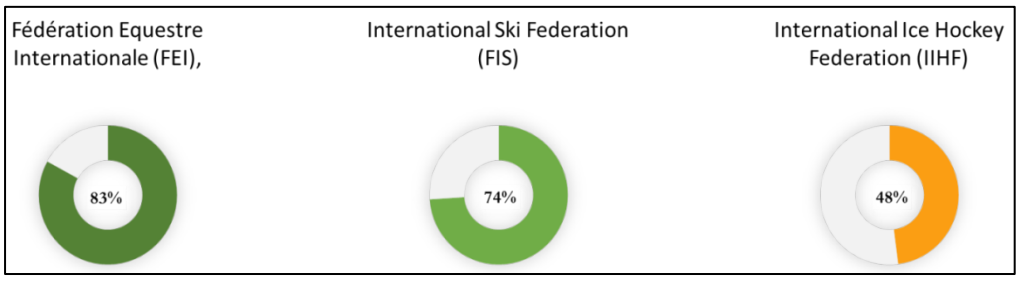


Figure 4-15: SGO Index scores: International Federations
Source: Author created

Federation report: Top three performing South African Federations

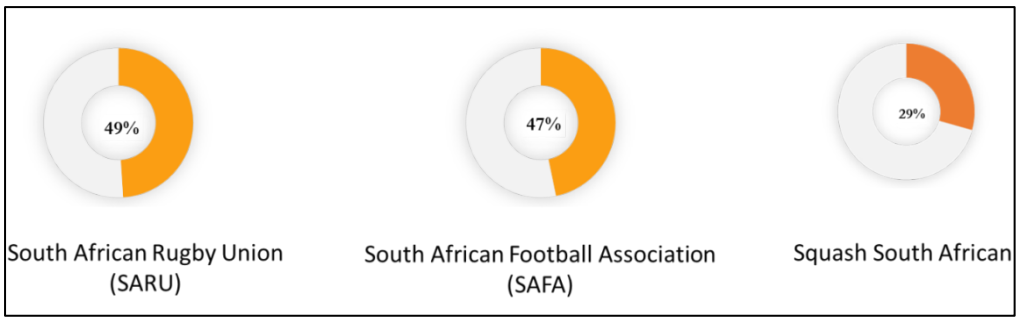


Figure 4-16: SGO Index scores: South African Federations
Source: Author created

4.2.2.2. Quantitative analysis: Online Survey

Descriptive analysis

Participants were asked, using the Likert scale rating, to state their opinions about whether management of sport in the country is transparent, democratic and has proper internal controls and holds each other accountable. Figure 4.17 below is a detailed illustration of the sport consumer's perception of the governance of sport in the country. On all three dimensions of governance, 40% of the respondents agreed that the sports federations in the country are transparent, 39% viewed the federations as democratic, and 33% viewed these federations as having proper internal controls and being accountable. 29% and 30% of the respondents on democratic principles and transparency, respectively did not have an opinion (neither agree nor disagree). A similar outcome from 30% of the respondents observed federations having proper internal controls and being accountable. On all three dimensions, 2% of the respondents strongly disagreed with the statements.

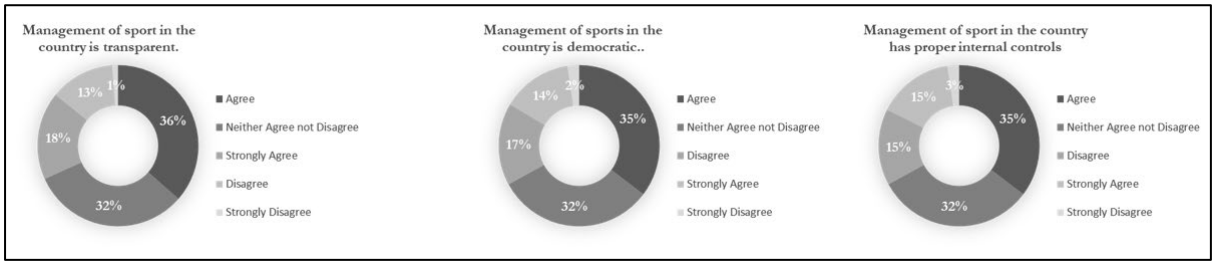


Figure 4-17: Sport Consumer survey: Governance perception
Source: Author created

Correlations

The study subsequently conducted Pearson correlations to determine if there exists a relationship between respondents' sport fandom[33] and the federations' adherence to governance prescripts. Table 4.4 shows a statistically significant positive but moderate correlation between sport fandom and their view on sport management's transparency, organisational democracy, and internal controls and accountability. All governance principles indicate a weak correlation with sport fandom. The results of the survey show that correlation coefficients for sport fandom and consumer perception on sport transparency ($r(93) = .133$, $p<0.001$), sport fandom and perception on v ($r(99) = .081$, $p<0.001$) and sport fandom and perception on internal controls ($r(99) = .149$, $p<0.001$) respectively, were weak but statistically significant. However, the correlations between consumer perception on sport transparency and sport democracy ($r(93) = .072$, $p<0.001$), sport transparency and accountability and internal controls ($r(93) = .0619$, $p<0.001$), and sport democracy and accountability and internal controls ($r(93) = .0818$, $p<0.001$) were strong and statistically significant.

Correlations

		I'm a huge fan of the sport in general	Management of sport in the country is transparent.	Management of sports in the country is democratic.	Management of sport in the country has proper internal controls and hold each other accountable.
I'm a huge fan of the sport in general	Pearson Correlation	1	.133	.081	.149
	Sig. (2-tailed)		.204	.440	.155
	N	94	93	93	93
Management of sport in the country is transparent.	Pearson Correlation	.133	1	.720**	.619**
	Sig. (2-tailed)	.204		<,001	<,001
	N	93	93	93	93
Management of sports in the country is democratic.	Pearson Correlation	.081	.720**	1	.718**
	Sig. (2-tailed)	.440	<,001		<,001
	N	93	93	93	93
Management of sport in the country has proper internal controls and hold each other accountable.	Pearson Correlation	.149	.619**	.718**	1
	Sig. (2-tailed)	.155	<,001	<,001	
	N	93	93	93	93

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4-5: Correlation: Sport fan and perception on sport management governance prescripts
Source: Author created

[33] Fandom: the state of being a fan of someone or something, especially a very enthusiastic one (https://dictionary.cambridge.org/dictionary/english/fandom)

Exploratory Factor Analysis.

As shown in Table 3.7 below, Bartlett's test of sphericity had a significance level of ($p<0.001$) and the KMO was 0.718, respectively. Both conditions for Exploratory Factor Analysis were met, thus proving its suitability for factor analysis (Field, 2013).

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.718
Bartlett's Test of Sphericity	Approx. Chi-Square	137.608
	df	6
	Sig.	<,001

Table 4-6: Kaiser-Meyer-Olkin and Bartlett Test
Source: Author created

For the factor analysis, Table 3.8 shows that one factor out of the four was extracted based on the eigenvalue (>1) criterion. This one factor explained 60.088% of the total variance in the data. This result confirmed the original assumption that convergent validity exists because the factors exist in the dataset.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.404	60.088	60.088	2.090	52.252	52.252
2	.973	24.330	84.418			
3	.380	9.507	93.926			
4	.243	6.074	100.000			

Extraction Method: Principal Axis Factoring.

Table 4-7: Exploratory factor analysis (EFA)
Source: Author created

Reliability and validity measures.

The data analysis from the online survey yielded a Cronbach alpha of 0.715, as depicted in Table 3.9. The figure of 0.715 achieved falls within the >0.60 – 0.80 category, which, according to Ahdika (2017), indicates that the measurement scales used to establish general perceptions/needs of sport consumer behaviour were reliable.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.715	.730	4

Table 4-8: Cronbach Alpha
Source: Author created

4.2.3. Amateur federations' sporting value strategies

This section provides data to answer research question 3. Data was drawn from the interviews and the online survey. Data drawn from the interviews deals with organisational value creation processes of Volleyball SA, Squash SA and Softball SA. The online survey data deals with the needs and behaviours of sports consumers. Section 4.2.3.1 presents data collected from interviews with the respective presidents of Squash SA, Volleyball SA and Softball SA. Then section 4.2.3.2 presents the results from the online survey.

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4.2.3.1. Qualitative analysis: Interviews

Interview guide: Question 4

No	Question	Sub-question	Volleyball SA: Response Mr. Mokoena	Squash SA: Response, Mr. Potgieter	Softball SA: Response Mr. Matsitela
4	Sport organisations create and evaluate value propositions within a value network.	Do entities involved are doing so through your organisation or are they involved independently?	"Our events are run through an LOC with our competition control committee."	"We make use of an external company called Accelerate Sport Marketing" for Event Management inclusive of post event analysis	"We play an oversight role to the Local organising committee for the hosting provinces.
		Do you conduct post-event analysis to evaluate the contributions and impact of the various actors?	"The LOC together with the competition control committee is responsible"		"As a federation, we are responsible for this"
		Have you engaged the services of consultants/experts to assist in your value creation analysis withing your value network?	"Not yet. We are currently busy with an RFQ for such services."		"We have financial constraints and have not considered this"

Interview guide: Question 6

No	Question	Sub-question	Squash SA: Response Mr. Mokoena	Squash SA: Response, Mr. Potgieter	Softball SA: Response Mr. Matsitela
6	Value emerges only if value propositions are communicated.	How do you ensure that the value created, the impact and progress of your sport is communicated and understood?	"Via our Facebook and Twitter accounts." "We also make use of Vision View for the production and broadcast of our tournaments."	"Production and broadcast of our sport happens during our main event such as the SA Nationals. For the 2022 event, we erected glass court at V&A Waterfront. Exposure." "It was during Sevens rugby and therefore we enjoyed high traffic and exposure. Live production was on Supersport."	"We make use of 360Sport.com company to produce our national tournament. The costs are reasonable and do not cover the entire tournament. Coverage is only on the last day of the tournament." "We also on various social media platforms like Facebook and twitter."
		What media channels do you collaborate with or use to communicate this value	"We have limited access/footprint with national Radio stations. Have penetrated Local radio station. Primarily for interviews" "We have been struggling with print media. We send them information, but it is never covered. News that put volleyball in a bad light are covered." "We found cost to be a challenge sometime. We must pay for airtime."	"We make use of social media platforms like Facebook, twitter. Most of our content can be found on our website."	"We sometimes have access to local radio station." National channels are still a challenge"

No	Question	Sub-question	Squash SA: Response Mr. Mokoena	Squash SA: Response, Mr. Potgieter	Softball SA: Response Mr. Matsitela
		Has any research been made on the impact of your value in community development?	"It has not been done. We do, however, see the numbers of active players/clubs increasing on a yearly basis."	"Community development is continuous." "The biggest hurdle we face is access to areas communities that do not have municipal courts or privately built courts." "We do have Street Racket helping with introducing the sports to previously disadvantaged communities. This way, it is a cheaper way to introduce a racket & a ball sport. Initiative Still to develop further."	"No at all. We see though, the number of players/teams increasing every year."

Interview guide: Question 7 and 8

No	Question	Sub-question	Squash SA: Response Mr. Mokoena	Squash SA: Response, Mr. Potgieter	Softball SA: Response Mr. Matsitela
7	Sport is either an indoor or outdoor activity depends on external contextual factors.	Do you have social sporting events/activities that encourage participation outside mainstream events?	"We do have Volleyball taking part in Masters' tournaments. But this is independent from the federation. They are not part of the us." "We just ensure that the rules of the sport are followed"	"Clubs and /or Provinces engage in organising such event. As the administration, we are not involved."	"We have not done such initiatives."
		Do you have formal and transparent relationships with vendors of your sport equipment, be it during your events (National/provincial) to trade?		"Yes, we do have. With Dunlop, Shoes, Racket sponsors."	
8	Team sports customers' value occurs on several platforms beyond the live venue.	Which of these platforms have you established to enable sport consumers' value co-creation?	"We not involved as the administration"	"Our sport is mostly recreational. Besides what the clubs do after the games. No initiative established beyond the actual game."	

Table 4-9 Interviews. Research Question 3
Source: Own

Content analysis: Consolidated Themes

A similar process as conducted on the interview data for the sport value framework was followed for sport value creation. Themes were identified through content analysis of the interviews held with the Squash SA, Volleyball SA and Softball SA and an interview analysis process followed to determine if any common themes emerged from the respondents (Gibbs, 2007). This followed a process of identification, analysis, organisation, description and reporting of common themes found in the interviews (Braun & Clarke, 2006; Boyatzis, 1998). The researcher then also made a judgement on the themes indicating whether they are enablers or challenges to the federations.

No	Theme	Sub-question		Enabler	Challenge
4	Sport organisations create and evaluate value propositions within a value network.	Do entities involved doing so through your organisation or are they involved independently	Challenges appear where individual sometimes organise/fund programs without the governing body's knowledge, approval, sanctioning, or accreditation. This was/is an issue with Softball and Volleyball.		√
		Do you conduct post-event analysis to evaluate the contributions and impact of the various actors?	Squash SA has been utilising the services of consulting companies to conduct their post-events analysis.	√	√
		Have you engaged the services of consultants/experts to assist in your value creation analysis withing your value network?	Squash SA has been utilising the services of consulting companies. Volleyball SA has recently identified the need and have engaged marketing/consulting agencies. Softball SA has not utilised nor engaged with external consultants for these services.	√	√
6	Value emerges only if value propositions are communicated.	How do you ensure that the value created, the impact and progress of	Media (Television, print and radio) access is limited if not non-existent. Organisations have resorted to social media to communicate. However, the strategy has challenges, as		√

No	Theme	Sub-question		Enabler	Challenge
		your sport is communicated and understood?	this communication strategy is confined to a closed group. Individual need to follow the sport on social media to get updates.		
		What media channels do you collaborate with or use to communicate this value?	Radio (Regional) to some degree (Volleyball). Otherwise, the use of social media like Facebook, Twitter and organisation's websites.		√
		Has any research been made on the impact of your value in community development?	No evidence of this could be made available		√
7	Sport is either an indoor or outdoor activity depends on external contextual factors.	Do you have social sporting events/activities that encourage participation outside mainstream events?	Additional sport association created to encourage participation. Examples include master's divisions (associate members of governing body's), South African Police Service, South African National Defense Force. Action Sport not an affiliate member	√	√
		Do you have formal and transparent relationships with vendors of your sport equipment, be it during your events (National/provincial) to trade?	This was only evident from Volleyball SA. Involvement of the International body facilitates the involvement. No evidence of these relationships could be confirmed with Softball SA and Squash SA		
8	Team sports customers' value occurs on several platforms beyond the live venue.	Which of these platforms have you established to enable sport consumers' value co-creation?	No evidence of any additional platforms outside the live venue could be produced.	√	√

Table 4-10: Themes identified through content analysis.
Source: Own

4.2.3.2. Quantitative analysis: Online Survey

Descriptive analysis

The survey question addressed in Figure 4.18 is a representation of the responses about the respondents' perception regarding the value created by the sporting federations. More than half (56%) of the male respondents believe that federations do create value that is worth their time. Together with those who strongly agree, this number becomes 67%. A combined (47%) proportion of female respondents agreed and strongly agreed with the statement.

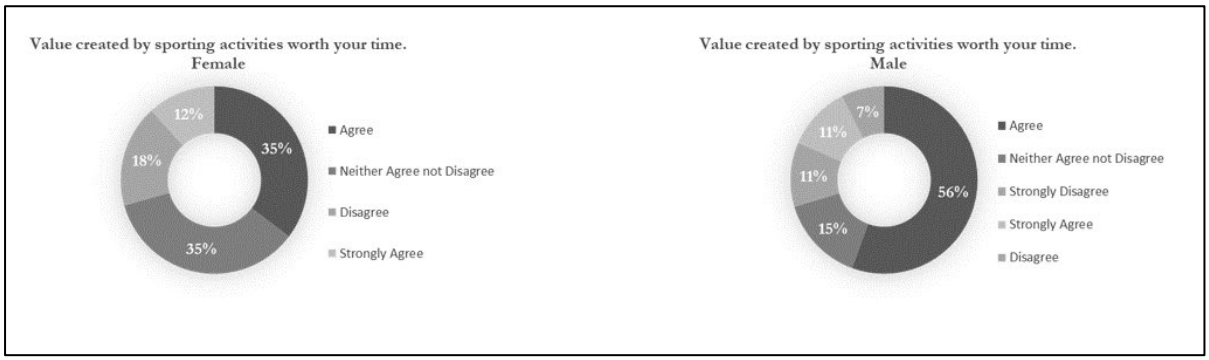

Figure 4-18: Consumer survey: Sport value perception

4.2.4. Amateur federations' operational strategies and sport consumer behaviour/needs.

This section provides data to answer research question 4. Data was drawn from the online survey. The online survey data in Section 4.2.4.1 deals with the general needs and behaviours of sports consumers.

4.2.4.1. Quantitative analysis: Online Survey

Descriptive analysis

The survey questions addressed in Figures 4.19, 4.20 and 4.21 are a representation of the responses to various questions that addressed the sports consumers' needs/behaviour. The responses revealed that respondents agreed to a great extent with the questions/factors. Due to a significant proportion of respondents being married (irrespective of gender), the results presented below do not consider the marital status of the respondents.

- As can be observed in Figure 4.19 below, a total of 41% of female respondents strongly agreed and agreed to being huge sports' fans. The male respondents accounted for 81% of the responses to the same question about being huge sports' fans, as shown in Figure 4.20.

- A larger proportion of female (41%) compared to male (31) respondents said they follow fewer than three sports.
- A psychological need to belong and network, drawn for the question about connecting with like-minded fans and seeing something historic take place, was significant among the male respondents, with 82% (belonging) and 52% (networking) responding positively to the question, whereas their female counterparts accounted for 59% (belonging) and 35% (networking).
- A total of 70% of the female respondents responded positively (agreed and strongly agreed) to the question about spending time with family and friends, whereas the male counterparts accounted for 56%.

A combined 77% (agreed and strongly agreed) of male respondents, compared to 70% female respondents, viewed going to sporting events as a form of recreation.

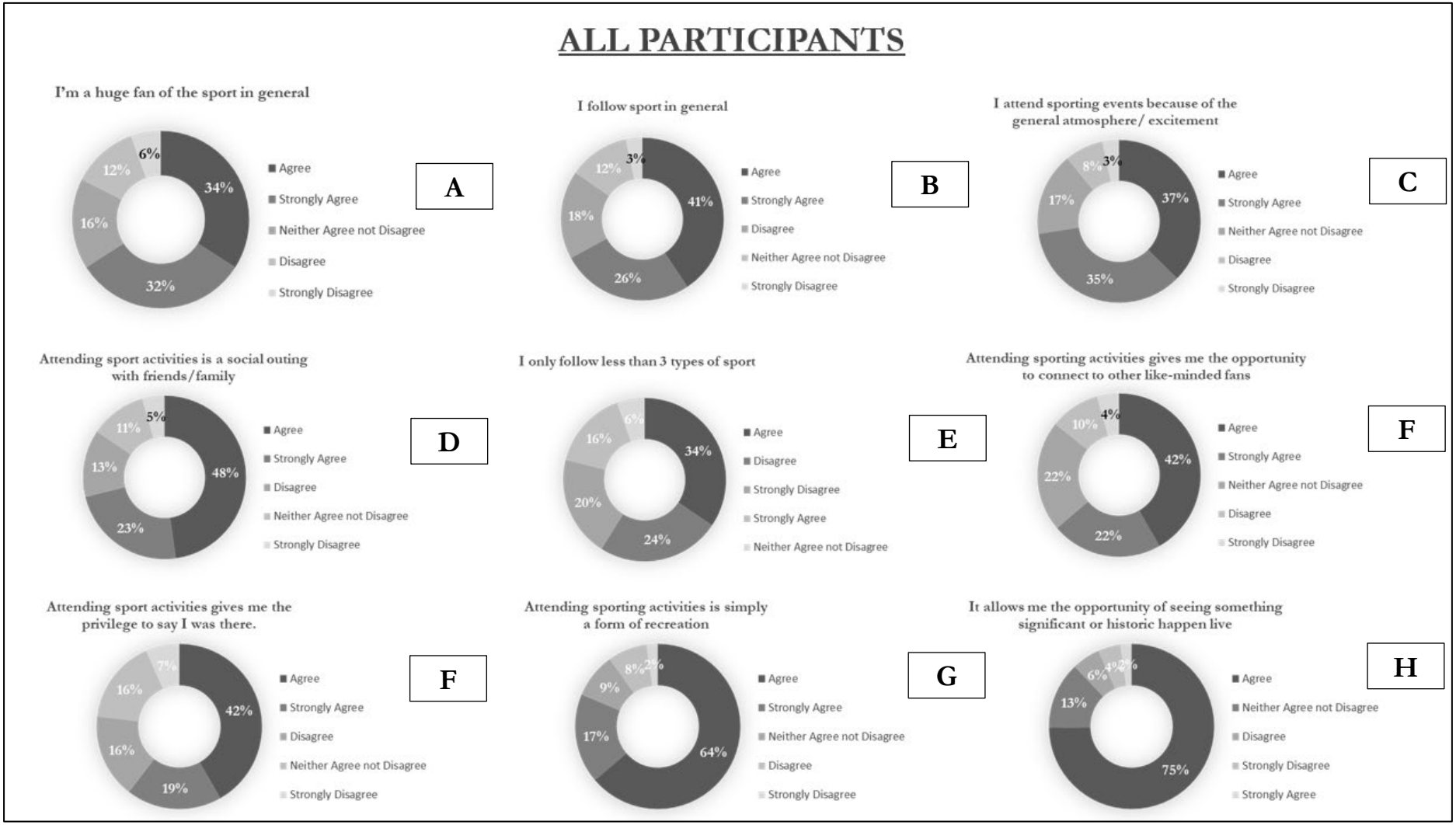

Figure 4-19: Sport Consumer needs/behaviour:
Source: Author created

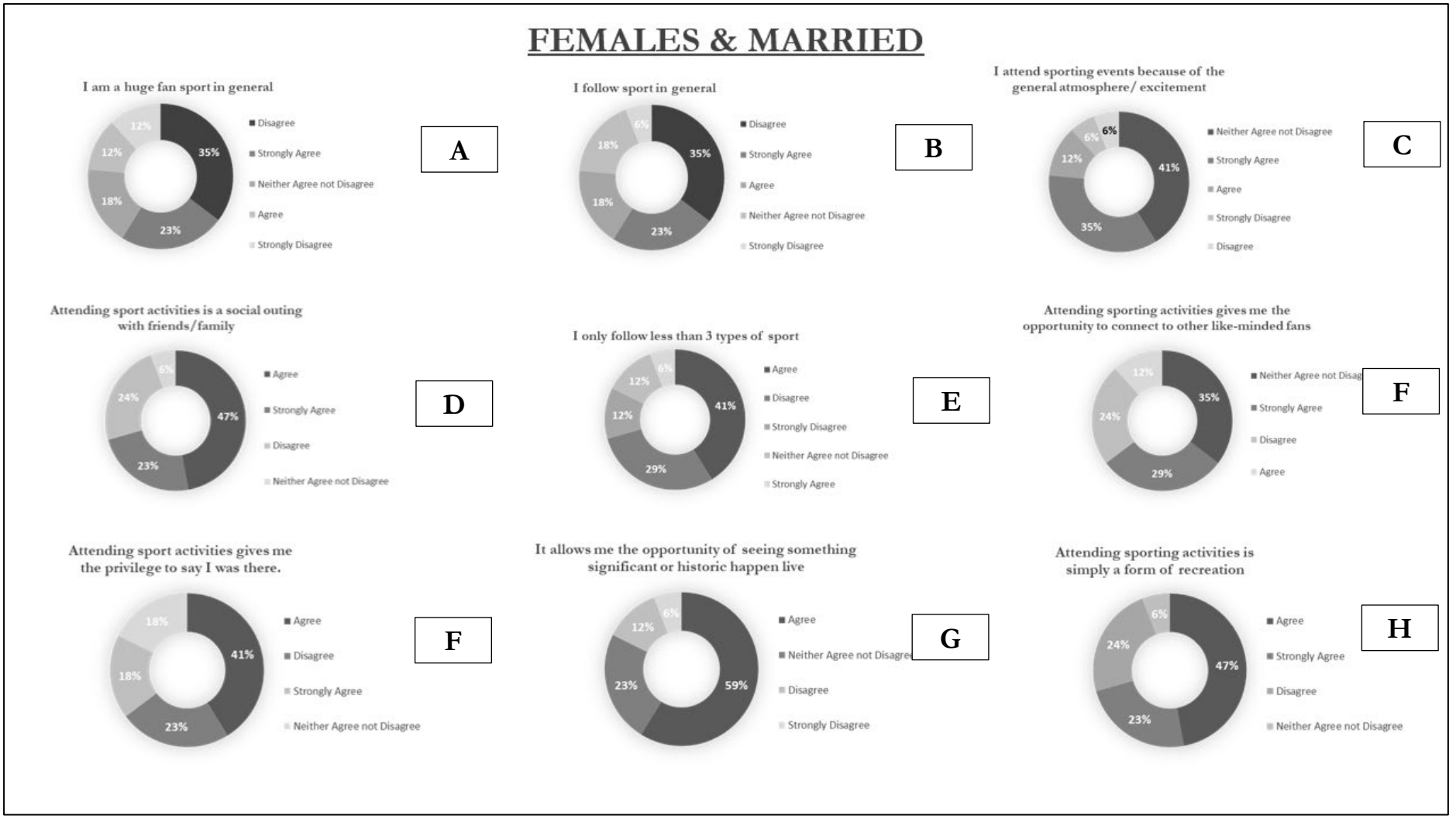

Figure 4-20: Sport Consumer needs/behaviour: Female & Married.
Source: Author created

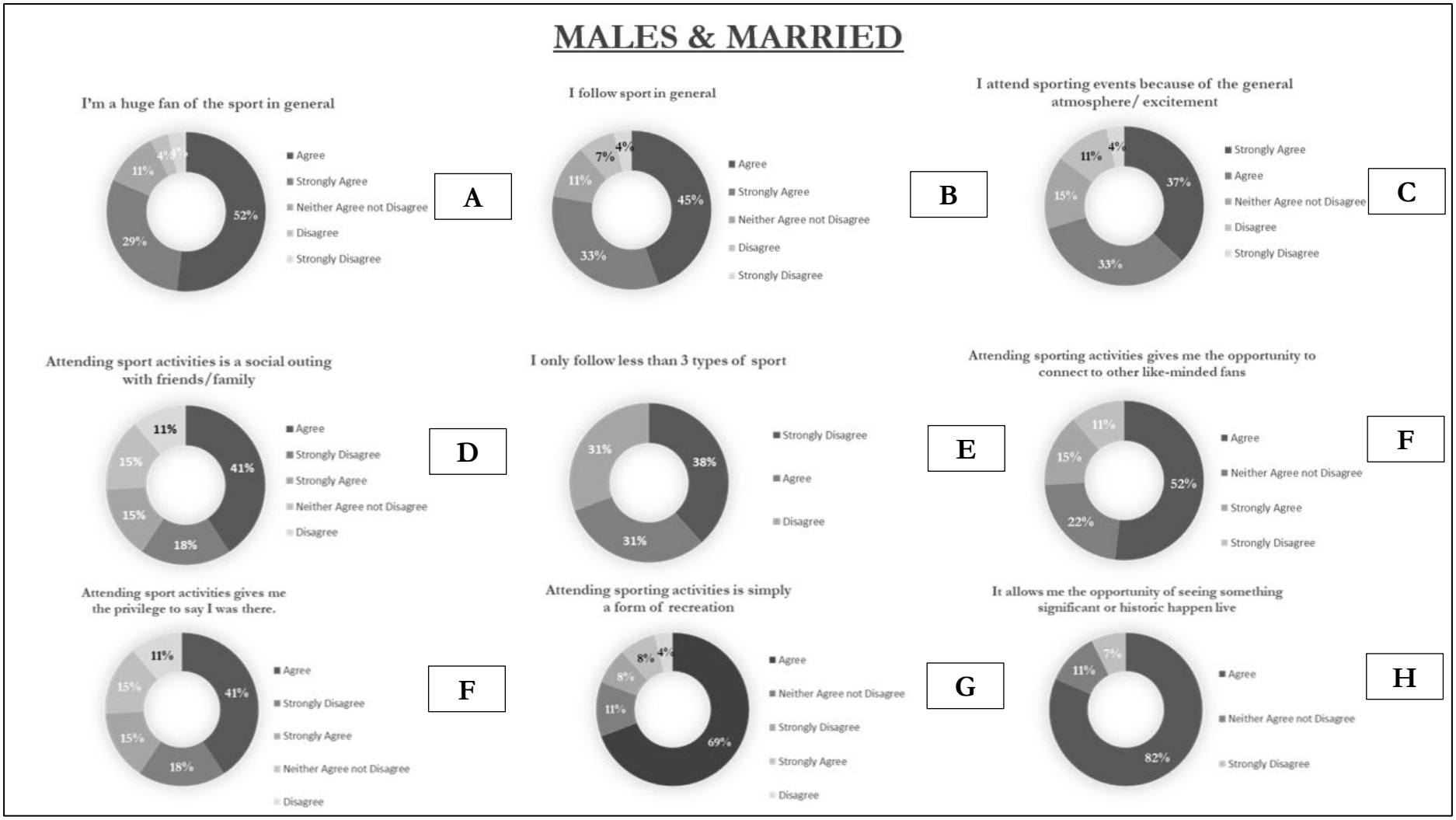

Figure 4-21: Sport Consumer needs/behaviour: Male & Married.
Source: Author created

Descriptive Statistics

An analysis of the motivating factors was conducted to establish sports consumers behaviours/needs. An analysis of the mean values of the questions (see table 4.8 for detailed questions) revealed that most participants selected option four (agree) on the Likert scale. For example, the sports consumers' perceptions of the entertainment value derived from attending sport events, ranked the highest (M = 4.02; SD = 0.914). Table 4.8 tabulates the mean (descending order) and standard deviations of respondents' responses. The results suggest that respondents to this survey responded positively to the questions. A detailed discussion on these findings is covered in the summary findings below.

Descriptive Statistics

	N	Mean	Std. Deviation
I enjoy sports because of its entertainment value..	92	4.02	.914
I attend sporting events because of the general atmosphere/ excitement.	93	3.94	1.061
It allows me the opportunity of seeing something significant or historic happen live.	93	3.89	1.016
Attending sporting activities is simply a form of recreation.	92	3.89	.870
I'm a huge fan of the sport in general.	93	3.77	1.181
Attending sport activities is a social outing with friends/family.	92	3.75	1.106
I follow sport in general.	93	3.72	1.136
Attending sporting activities gives me the opportunity to connect to other like-minded fans.	93	3.70	1.061
Attending sport activities gives me the privilege to say I was there..	93	3.51	1.148
I only follow less than 3 types of sport.	92	3.01	1.418
Valid N (listwise)	91		

Table 4-11: Mean and Standard deviations
Source: Author created

Correlations

A Pearson correlation was conducted to determine whether relationships between respondents' sports fandom and the motivating factors (behaviour/needs) that make sports fans attend sporting events exist (Wann, Melnick, Pease and Russell, 2001). The factors used in the study were: sports fans attending sporting events for the general atmosphere/ excitement, attending sporting events as a social outing with friends/family; attending sporting events to connect with other like-minded fans; and attending sporting events as a form of recreation and for the entertainment and historical value they derive. Table 4.6 presents the r-values and p-values and factors.

The analysis revealed that a statistically significant positive correlation can be seen between sport fandom and attending sporting events for the general atmosphere/ excitement ($r(92) = .509$, $p<0.001$), attending sporting events as a social outing with friends/family ($r(91) = .442$, $p<0.001$), connecting with other like-minded fans satisfaction ($r(92) = .559$, ($p<0.001$), attending sporting events as form of recreation ($r(91) = .401$, ($p<0.001$), attending sporting events as form of entertainment ($r(91) = .603$, ($p<0.001$) and attending sporting events for the historical value ($r(92) = .550$, ($p<0.001$). It can thus be concluded that a relationship exists between the respondents' sport fandom and all the motivating factors that make fans attend sporting events.

Correlations

		I'm a huge fan of the sport in general.	I attend sporting events because of the general atmosphere/ excitement.	Attending sport activities is a social outing with friends/family.	Attending sporting activities gives me the opportunity to connect to other like-minded fans.	Attending sporting activities is simply a form of recreation.	I enjoy sports because of its entertainment value..	It allows me the opportunity of seeing something significant or historic happen live.
I'm a huge fan of the sport in general.	Pearson Correlation	1	.509**	.442**	.579**	.401**	.603**	.550**
	Sig. (2-tailed)		<,001	<,001	<,001	<,001	<,001	<,001
	N	93	93	92	93	92	92	93
I attend sporting events because of the general atmosphere/ excitement.	Pearson Correlation	.509**	1	.658**	.436**	.513**	.587**	.518**
	Sig. (2-tailed)	<,001		<,001	<,001	<,001	<,001	<,001
	N	93	93	92	93	92	92	93
Attending sport activities is a social outing with friends/family.	Pearson Correlation	.442**	.658**	1	.531**	.565**	.594**	.473**
	Sig. (2-tailed)	<,001	<,001		<,001	<,001	<,001	<,001
	N	92	92	92	92	91	91	92
Attending sporting activities gives me the opportunity to connect to other like-minded fans.	Pearson Correlation	.579**	.436**	.531**	1	.532**	.537**	.686**
	Sig. (2-tailed)	<,001	<,001	<,001		<,001	<,001	<,001
	N	93	93	92	93	92	92	93
Attending sporting activities is simply a form of recreation.	Pearson Correlation	.401**	.513**	.565**	.532**	1	.597**	.569**
	Sig. (2-tailed)	<,001	<,001	<,001	<,001		<,001	<,001
	N	92	92	91	92	92	92	92
I enjoy sports because of its entertainment value..	Pearson Correlation	.603**	.587**	.594**	.537**	.597**	1	.482**
	Sig. (2-tailed)	<,001	<,001	<,001	<,001	<,001		<,001
	N	92	92	91	92	92	92	92
It allows me the opportunity of seeing something significant or historic happen live.	Pearson Correlation	.550**	.518**	.473**	.686**	.569**	.482**	1
	Sig. (2-tailed)	<,001	<,001	<,001	<,001	<,001	<,001	
	N	93	93	92	93	92	92	93

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4-12: Correlation
Source: Author created

However, a Pearson correlation (Table 4.7) was conducted to determine whether a relationship exists between sport fandom and the number of sporting codes that the sport consumers follow. The results ($r(91) = .240$, ($p<0.001$) indicated that sport consumers possibly follow less than three (3) sporting codes, or they most likely follow more than three (3) sporting codes.

Correlations

		I'm a huge fan of the sport in general.	Ifollowmoremorethan3sports
I'm a huge fan of the sport in general.	Pearson Correlation	1	.240*
	Sig. (2-tailed)		.021
	N	93	92
Ifollowmoremorethan3sports	Pearson Correlation	.240*	1
	Sig. (2-tailed)	.021	
	N	92	92

*. Correlation is significant at the 0.05 level (2-tailed).

Table 4-13: Correlation
Source: Author created

Exploratory Factor Analysis.

As shown in Table 4.9 below, Bartlett's test of sphericity had a significance level of ($p<0.001$) and the KMO was 0.875, respectively. Both conditions for Exploratory Factor Analysis were met, thus proving its suitability for factor analysis (Field, 2013).

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.875
Bartlett's Test of Sphericity	Approx. Chi-Square	301.821
	df	45
	Sig.	<,001

Table 4.9: Kaiser-Meyer-Olkin and Bartlett Test
Source: Author created

For the factor analysis, Table 4.10 shows that two variables out of the 10 were extracted based on the eigenvalue (>1) criterion. The two factors explained 55.537% of the total variance in the data. This result confirmed the original assumption that convergent validity exist because the factors exist in the dataset.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.423	44.230	44.230	3.899	38.989	38.989
2	1.131	11.307	55.537	.661	6.614	45.603
3	.876	8.762	64.299			
4	.712	7.124	71.423			
5	.651	6.509	77.931			
6	.584	5.839	83.771			
7	.491	4.905	88.676			
8	.423	4.226	92.901			
9	.368	3.683	96.584			
10	.342	3.416	100.000			

Extraction Method: Principal Axis Factoring.

Table 4-14: Exploratory factor analysis (EFA)
Source: Author created

Reliability and validity measures.

The data analysis from the online survey yielded a Cronbach alpha of 0.875, as depicted in Table 3.9. The figure of 0.875 achieved falls within the >0.80 – 1.00 category, which, according to Ahdika (2017), indicates that the measurement scales used to establish general perception/needs of sport consumer behaviour were reliable and had a very high level of internal reliability.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.860	.861	11

Table 4-15: Cronbach Alpha
Source: Author created

4.2.5. South African sport federations performance landscape

This section provides data on the South African sporting federations' performance landscape as an overarching theme for all the research questions about the federations' performances are presented below.

4.2.5.1. Sport Following

According to the 2022 report from the Nielson Fan Insight (NFI) survey, Watt (2022) reported that football remained the dominant sport of interest to NFI SA respondents. 69% of the 2000 respondents surveyed indicated that the sport of football interests them. Be it by watching it on TV, following it on online, listening to the radio, or reading about it in newspapers or magazines. Figure 4.19 shows the top eleven sports that a minimum of 30% of the respondents indicated as their preference. 46% of the respondents indicated their preference for rugby and athletics. netball achieved a 33% response rate from the survey. The three amateur federations that this study sampled, squash, softball and volleyball, did not appear on the list.

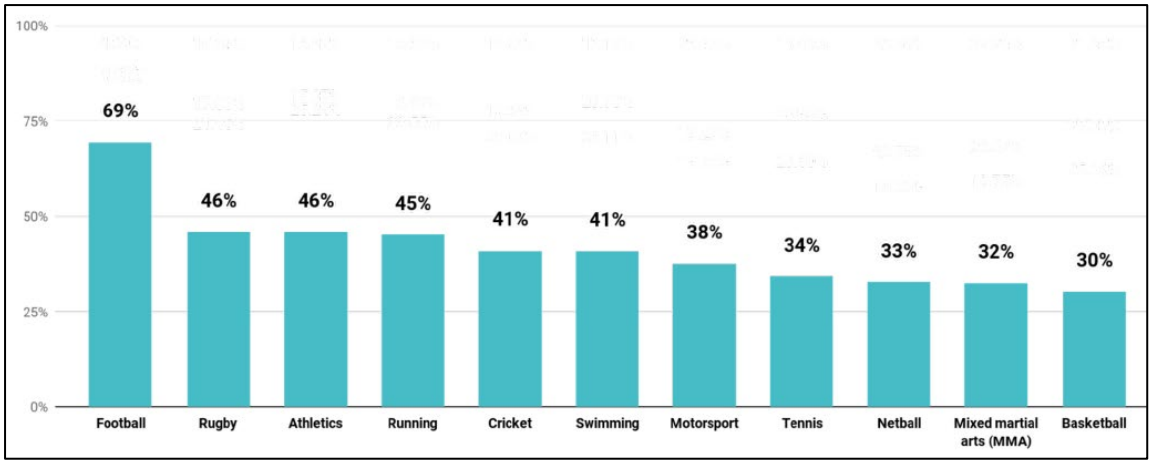

Figure 4-22: Sport Following:
Source: Nielsen Fan Insights | SA July 2022 Wave | All NFI Respondents report

4.2.5.2. Sport Participation.

In terms of participation, participants were asked, "Which sports have you participated in during the past 12 months?" Figure 4.20 shows the highest percentage (50%) of respondents who indicated that they have taken part in the sport of walking. Football (second), netball (fifth) and rugby (fifteen) achieved participation percentages of 43%, 20% and 8%, respectively. A similar picture appeared where the sampled federations in this study did not appear on the list.

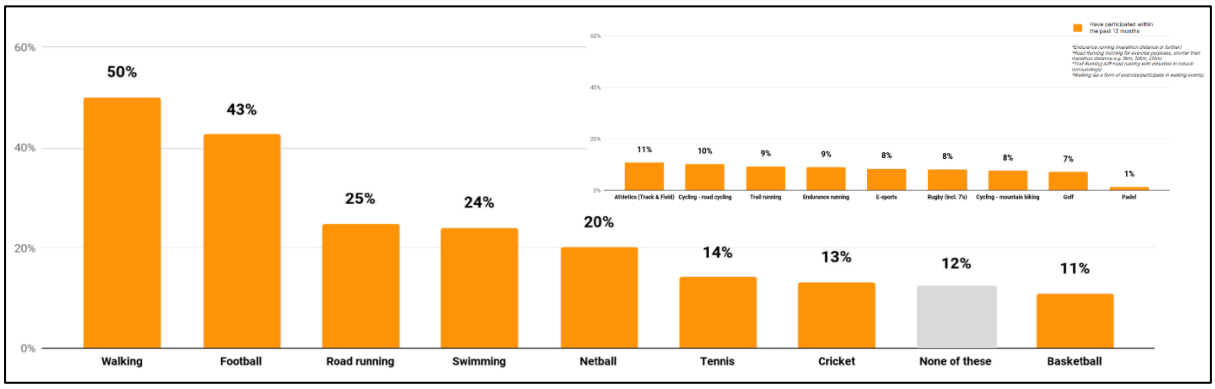

Figure 4-23: Sport Participation:
Source: Nielsen Fan Insights | SA July 2022 Wave | All NFI Respondents report

4.2.5.3. Financial performance

As mentioned by Fillis and Mackay (2014 cited in Valantinė, Grigaliūnaitė and Danilevičienė, 2017), for a sporting organisation to be profitable, it must have sound governance and effective management strategies to draw in consumers. An investigation of the 2020/2021 financial statements of SARU, SAFA and Netball SA revealed that the federations had revenues of R1,283billion, R240,704million and R57,873million, respectively.

Financial Statements 2020/2021			
	SARU	**SAFA**	**NETBALL SA**
For the year ended	31-Dec-21	30-Jun-21	31-Mar-21
Revenue	1 283 702 832,00	240 704 544,00	57 873 355,00

Table 4-16: 2020/2021 Revenue extracts from Financial Statements
Source: Author analysis of sport organisation's financial data

An analysis of the financial statements of Softball SA, Squash SA and Volleyball SA revealed the following:

- Revenue captured by Softball SA for the year ending 31 March 2022 was R4,74million. The biggest amount of R4.5million reflected came from a grant from the Department of Sport, Art and Culture. No amount was received from sponsorship.
- Squash SA (data not made available).
- Volleyball SA (data not made available).

Financial Statements 2021/2022			
	Softball SA	**Volleyball SA**	**Squash SA**
For the year ended	31/03/2021		
Revenue	4.737.840,00		

Table 4-17: 2020/2021 Revenue extracts from Financial Statements
Source: Author created

4.2.5.4. Sponsorship Landscape

Sponsorship has become a vital part of most, if not all sporting federations. Without sponsorship funding many of the sporting federations find it hard to function. However, without a proper value proposition from sporting federations, it will be difficult to attract brands/companies to partner with.

As indicated by BRC TAMS (2018 as cited in Willers 2018), Table 4.11 shows the 2018 sponsorship landscape for sports in South Africa. The picture shows that football in South Africa enjoyed the most sponsorship, followed by rugby.

SPONSORSHIP PROPERTY: NO. BROADCASTS, TOTAL BROADCAST HOURS, SPONSORSHIP RIGHTS FEES AND DURATION												
201	15	23	34	9	14	8	1	24	1	127	22	8
586:45:11	90:16:14	100:17:37	1565:59:46	53:40:29	50:10:24	47:14:59	12:53:38	64:30:13	07:57:45	359:07:02	129:52:53	11:17:47
R135m per year	R50-R70m per year	R50-R70m per year	R150-R200m per year	R40-R60m per year	R80-R100m per year	R50m per year	R20m per year	R20m per year	R10-R20m per year	R40-50m per year	R20-R30m per year	R20-R30m per year
5 years	5 years	5 years	5 years	5 years	3 years	5 years	3 years	5 years	5 years	5 years	5 years	1 year

Table 4-18: SA sports Sponsorship Landscape
Source: BRC TAMS, 2018,

According to Neethling (2022), the partnerships (sponsorships) that netball has managed to attract in recent years have had a positive effect on Netball SA's bottom line. This effect has seen an increase from R7,5million in 2010 to R20million in 2015 in the organisation's bottom line. According to Netball's 2022 financial statement, the sponsorship amount recorded was now R46million for the year ending March 2022.

4.2.5.5. Media and Broadcast access

Television coverage of sports leads to an increase in sponsorship because of the greater visibility and exposure for the sponsors. Television exposure through broadcasting and the quality of coverage has the potential to lead to new sponsorship agreements being entered into. Television is also a key platform to attract sports fans. According to BRC TAMS (2018 as cited in Willers 2018), as shown in Figure 4.21 in descending order, football accounted for 38% of all sport coverage in 2018, followed by rugby with 10%. The three sampled federations still did not make the list.

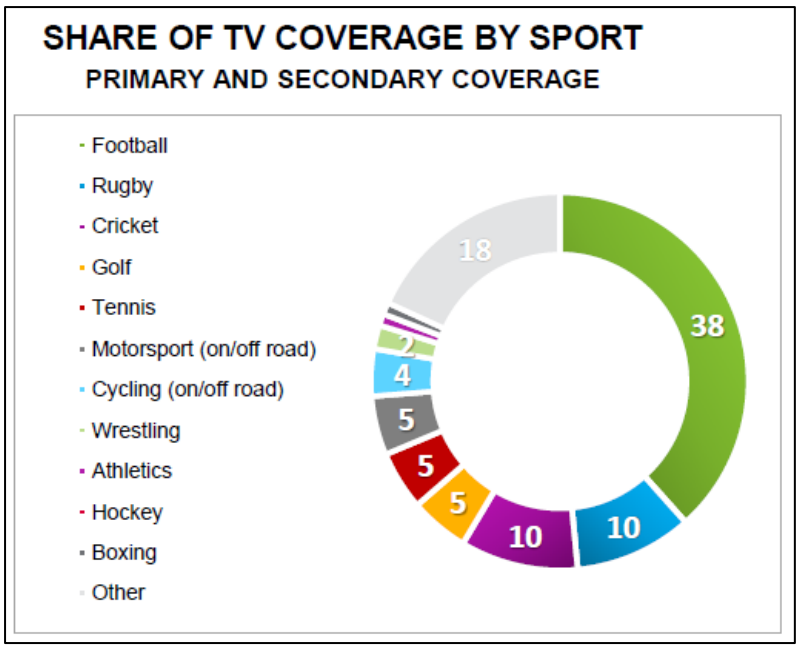

Figure 4-24: Sport Television Coverage
Source: BRC TAMS, 2018,

4.2.6. Summary and Conclusion

The results presented in this chapter are summarised as follows:

i. Though the federations are voluntary organisations, the leadership and composition of the boards (National Executive Councils) of Squash SA, Volleyball SA and Softball SA are concentrated on individuals and are not enabling the growth of their sport.
ii. Performance management processes are not clearly articulated.
iii. The strategic plans are not detailed enough to include milestones and key performance indicators.
iv. There are varying levels of adherence to organisational governance within the federations. Data also shows that Squash SA (29%), Volleyball SA (23%), Netball SA (3%) and Softball SA (20%) lack adherence to organisational governance compared to SARU (49%) and SAFA (47%).
v. Compared to international federations, organisational governance of South African federations is also lacking, despite sports fans trusting and believing that sport is in capable hands and that sport federations in South Africa are transparent, democratic, have internal control and are accountable.
vi. External stakeholders (companies) and the majority of the survey respondents do not see value (return on investment) from partnering with Squash SA, Volleyball SA and Softball SA.
vii. Survey participants generally responded in the affirmative to all the questions. However, their responses were based on the sporting federations in South Africa as a whole and not on the individual federations.
viii. Sport sponsorship is concentrated on a few federations at the expense of others.
ix. Similarly, television broadcasting is significantly skewed toward a few specific sporting codes.

A further discussion on the findings in this chapter is presented in chapter six.

5. Discussion of research findings

5.1. Introduction

This study analysed the management strategies and models applied by amateur sporting federations in South Africa. With the aim of ascertaining whether the results support or contradict the research questions in this study, the objective of this chapter is to appraise the results from Chapter 4 with the associated literature from Chapter 2. Ostensibly, sections 5.2, 5.3, 5.4 and 5.5 will respectively discuss the research findings of the first, second, third and fourth research questions as presented in Chapter 1. As a universal theme for all the research questions, organisational performances will be discussed in Section 5.6. Section 5.7 concludes the chapter.

5.2. Research question 1

Are the current sport management approaches enabling amateur sporting federations achieve their organisational goals?

As articulated by Tsiotsou (2016) on amateur sporting federations in general, the outcome of the interviews with Softball SA, Volleyball SA and Squash SA reflected the similar conventional management approach to sport management. As a result, there is a clear and significant gap with regards to packaging and communicating their value propositions to ensure their sport's organic growth. Marketing, communication and exposure of the respective sport codes were found to be lacking. To the extent that their management and marketing strategies are silent and/or lack details on their organisational growth objectives. This could be attributed to the composition and/or skill level and experience of board members in fields such as marketing and communication. Although these sporting codes are voluntary in nature, these sports are played by individuals who most likely have these needed skills but are not interested in holding or being voted into positions. These individuals can be co-opted into the management of these federations. The use of external marketing or consulting agencies can be considered. However, the cost of such services might be a barrier. The sampled federations have largely confined themselves to the logistics of organising and participating in their national and international tournaments.

5.3. Research question 2

Does adherence to good organisational governance influence the performance of amateur sporting federation?

This research question examined organisational governance within amateur sporting federations in South Africa with the aim of ascertaining whether good organisational governance influences

their performance. Their overall organisational performances, as part of the other research questions, are presented in Section 5.6.

As noted by the Australian Sport Commission (2012, cited in Hoye & Cuskelly 2012), the absence of good organisational governance leads to conflicts of interest, failure to manage risk, inadequate or inappropriate financial controls and generally poor internal business systems and reporting. Thus, the adherence to good governance prescripts of six sports federations in South Africa, namely the South African Soccer Association (SAFA), the South African Rugby Union (SARU), Netball SA, Squash SA, Volleyball SA and Softball SA was investigated using the Sport Governance Observer Index. An online survey with 100 respondents was additionally conducted to ascertain the perceptions sports consumers have on governance of sporting federations in South Africa.

The results presented in Section 4.3.1 show a significant gap between the federations running rugby and soccer and those running squash, volleyball, netball and softball. There is a minimum of 20 percentage points difference in the federation's overall Index scores. Based on the Sport Governance Observer Index dimensions (Figure 4.2), the results show that rugby and soccer are relatively transparent, have relatively good democratic processes and proper internal controls and are accountable to their members as compared to squash, volleyball, netball and softball. It is trite to state that rugby and soccer are currently the top performing federations in South Africa, they confirm what the Australian Sport Commission (2012) attested to: that good organisational governance has a significant impact on the performance of sporting organisations.

Netball SA achieved the lowest overall SGO Index score of 3%. These results were primarily because Netball SA has not published on their website the information required for the SGO score.

SA federations performed poorly relative to their international counterparts, as reviewed in the 2019 SGO report. The lowest-ranked international federation, the International Ice Hockey Federation (IIHF), was one percentage point adrift compared to the South African Rugby Union, the best performing federation in South Africa.

Online survey respondents generally agreed that sport federations in South Africa are transparent (40%), have democratic processes (39%) and have internal controls in running their federations (33%). This view can be biased since 50% of the respondents agreed and/or strongly agreed to following less than three sporting codes. The perception could be based only on the traditionally "best" sporting codes (rugby & soccer).

It is possible that this performance on governance and the perception by the respondents of South African amateur federations, could also be attributed to long years of sporting isolation due to the apartheid system. and that South Africa, in general, and the sporting fraternity are still catching up with the rest of the world.

5.4. Research question 3

How effective are amateur sporting federations' sport value creation strategies, to their sporting code?

As noted by Kase, Urrutia and Gómez (2013), value creation encompasses the management of all stakeholders (Figure 5.1). The effectiveness of these amateur federations in creating value is dependent on the successful consideration of all aspect of this value creation framework. As outlined below, challenges with some of the aspects needed for successful value creation have resulted in these amateur federations not achieving their full potential. The effect of some of these aspects is detailed below.

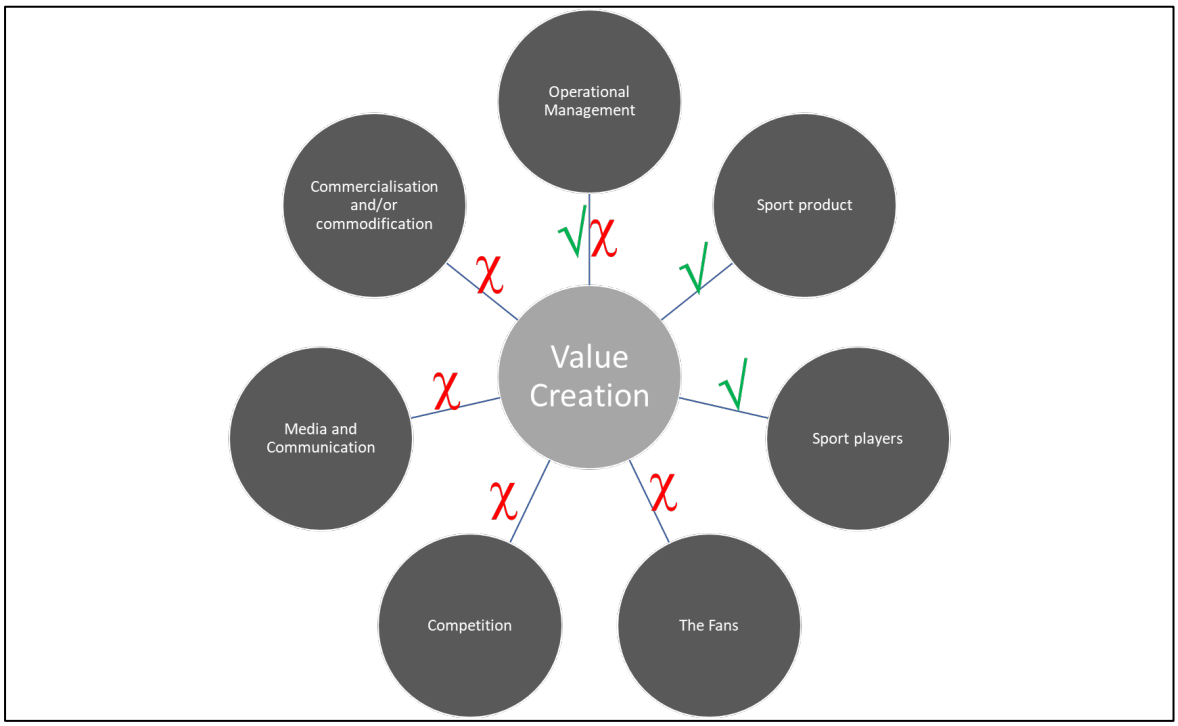

Figure 5-1: Value Creation Framework
Source: Author analysis

- **Operational Management**: The federations considered in this study are primarily volunteer organisations. Financing has proven to be their biggest challenge. As a result, they cannot afford to have full-time, professional and skilled staff running their affairs. The biggest

challenge that was apparent with these federations was the lack of portfolios like marketing and communication. It was left to the executives to perform these functions. These federations need to consider prioritising their finances and engage the services of professional consulting companies to assist with some portfolios where there is a gap in skills within the organisation.

- **Sport product**: amateur federations considered in the study are successful in ensuring that their sport is played and the rules of the game are defined and enforced. There are regional leagues and provincial and national tournaments that take place annually. Though infrequent, there are organised development clinics for both players and technical members.
- **Sport Players:** A greater focus is placed on the national teams to perform at the international level. This is evident from the international rankings of these organisations. However, neither such gains (value) nor their impending participation on that international stage are communicated to the greater South African public. Additionally, and in some instances, provincial and national players have been expected to cover their costs for national and provincial duty. This situation is problematic in that affordability could be perceived as a criterion for selection for national or provincial duty. Federations need to plan properly to ensure that the costs associated with provincial and national duty representation are catered for.
- **The Fans:** The lack of insight into sport consumer needs, brought about by the apparent shortfall in specialised skill in strategic marketing, has resulted in lost opportunities to lure more fans to the sports. These sports are played in schools and followed by parents and communities. The survey has illustrated that the love for sports among participants is there and that these federations need to communicate their sport and start to build the fan base.
- **Broadcast and Media:** Access to mainstream media platforms for the amateur sports in this study is a challenge. Engagements have been made; however, there is reluctance on the part of the media to cover these sports. Communication is sent when these federations are engaged in national or international duty but are not flighted or covered by the media. Some regional platforms cover events from these federations. These federations have resorted to social media platforms (Facebook, Twitter and Instagram) to communicate their events. The reach of this approach is limited to those who follow their accounts.
- **Commercialisation and/or commodification:** Sponsorship for these amateur sports in the study is a big challenge. There is support from Lotto and a few (small) companies that have supported these sports. There are also grants from the Department of Sport, Arts and Culture. In order for these amateur federations to attract additional revenue streams, particularly from commercial sponsors, it is important that the organisations generate a public image that

upholds and promotes the values of sport, act transparently, communicate with and manage stakeholders effectively, and finally have the ability to deliver entertaining and successful sporting events (O'Boyle, 2014). As noted above, the value the sporting codes generate is scantly communicated.

5.5. Research question 4

Are the current amateur sporting federations' operational strategies aligned with the sport consumer behaviour/needs?

The online survey respondents confirmed needs states as outlined in the report by GMR Marketing (2018). If strongly agreed and agreed responses are combined to the question covering the need state of Identity (being part of a significant and historical event), 77% of all participants responded positively to this statement. Two thirds (2/3) of all participants responded positively to the question that addressed the need state for Release (attending sporting activities as a form of recreation and for the general atmosphere and excitement). The need state for Belonging, as addressed by the question on connecting with like-minded people or attending sports events as social events, resulted in 64% and 71% (strongly agreed & agreed) of respondents, positively responding to the questions, respectively.

A vast majority of respondents (67%) follow sports. However, the results on the number of sporting codes that the respondents follow were interesting. Considering all the respondents, the proportion of those who strongly agreed and agreed with those who strongly disagreed and disagreed was almost equal, at 50% and 44%, respectively. However, a perusal of the responses by gender shows that 47% of the married females strongly agreed and agreed to the statement, whereas 69% of their male counterparts affirmed (strongly agreed and agreed) the statement.

To entice sports consumers to their sporting codes, sporting federation's operational strategies need to be funnelled towards creating value for sports consumers. For sport consumers to associate with and/or follow a particular sporting code, the value created by these sporting federations needs to address these needs as outlined above.

The outcome of the interviews shows that administrators of these amateur sporting federations are focusing on one of the three antecedents of sport attendance as outlined by Kim, Magnusen, Kim and Lee (2019). Their focus is on Product focused antecedents. This assertion is based on their attention to cost, facilities, opponents, skill, star players and winning. These factors are only part of the Product focused antecedents. The other factors of the Product focused antecedents,

namely physical attractiveness and promotion of the sport, are not adequately considered. Fan-Focused antecedents of Sport Attendance (aesthetic, drama, escape, knowledge and social) and Relationship-Focused antecedents (identification, trust and commitment) did not come out from the interviews as constructs that are being considered.

5.6. Organisational performances

As noted by Bayle and Robinson (2007 as cited by O'Boyle 2014), managing organisational performance has become a crucial component of every successful organisation. Organisations need to holistically view this organisational performance from economic, financial, organisational and social utility perspectives. The autonomy that sporting federations enjoy in South Africa means they are responsible for their own performance management. This has not been successful, as some federations do not have measures in place to appraise their own performances. However, data obtained regarding rugby, soccer and netball indicates that organisations have succeeded in packaging the value the sports create. This has led to external stakeholders investing a lot of money with the knowledge that they will achieve their return on investment, as evidenced by the media coverage that these sports generate.

5.7. Conclusion

This chapter appraised the results from Chapter 4 with the research questions in this study as presented in Chapter 1. The results portray a need for amateur sporting federations in South Africa to evolve from the traditional management approach to a modernistic approach in sport management. These federations need to capacitate themselves with the relevant skills needed in modern day sport management. Clear, concise and measurable strategic goals need to be developed and must consider all stakeholders to the sport for the growth, development and sustenance of the federation.

6. Summary, conclusions, limitations and recommendations

6.1. Introduction

This final chapter presents the persuasive insights gained from the literature reviewed and the contexts gained from the interview participants, an appraisal of the accessible federation's documentation and the results of an online survey. The chapter commences with the conclusions of the study. Then the chapter encapsulates recommendations to amateur sporting federations specifically and the sporting fraternity in South Africa, generally. The objective here is to enable all sporting federations in South Africa to advance their sport values to a level that can compete with all, worldwide. The chapter concludes by outlining the limitations of this research and suggestions are made for future research. The breakdown of the section is as follows:

- Section 6.2 - Summary of the Research study
- Section 6.3 – Conclusion: What Next
- Section 6.4 – Research Limitations
- Section 6.5 – Research Recommendation

6.2. Summary of the Research study

Four (4) research questions were formulated to address the objectives of this study. The empirical testing of the research questions led to the following findings:

- There is evidence that infers that the adoption and/or application of a particular sport value framework or Sport Cluster concept has an impact on the success/progress of sporting federations.
- Sporting federation's organisational governance has an influence on the performance of an organisation.
- The creation of value in sport is a critical factor in enticing external actors into partnering with sporting federations.
- The management of amateur sport federations does not respond strategically to the needs and behavior of sport consumers.

The study explicates the research findings and provides recommendations for amateur sport management.

6.3. What's next?

For amateur sport federations in South Africa to achieve their organisational objectives, they need to approach their organisational management differently. As noted in the report from the Australian Sport Commission (2012), organisational governance and its structures have a significant impact on the performance of sporting organisation.

As indicated in 4.9(ii), there are varying levels of adherence to organisational governance amongst sporting federations in South Africa. To ensure homogeneity regarding organisational governance with South African sport federations, the South African Sport Confederation and Olympic Committee (SASCOC), as the governing organisation of sport in South Africa, can prescribe minimum requirements to be covered in the organisations statutes. Compliance with these requirements can also be linked to any funding by the Department of Sport, Arts and Culture (DSAC) and/or the Lotteries.

Amateur federations need to be held accountable for their organisational performance. A formal performance management system does not currently exist within the federation. The governing body of sport in South Africa (SASCOC) can establish such an organisational performance management system for all federations in South Africa. It can then make compliance with and achievement of performance criteria, requirements for federations' continued membership.

Faced with the same challenges, amateur federations can benefit from fostering collaborative relationships. These partnerships can provide options for amateur federations to leverage their capabilities and resources to achieve their organisational objectives (Bradbury, Mitchell and Thorn, 2020). Areas that federations can consider in collaboration can include, but are not limited to:

- Marketing and communication (digital) functions of the federations can be outsourced and overseen by one expert company. A working group with individuals from the respective federations together with such a communication company can be formed to ensure that the services are rendered equitably and proportionally. Services rendered by the communication company can facilitate and ensure broader media and broadcasting access.
- The timing and location of national and provincial tournaments can be synchronised to leverage the inherent synergies within the sporting codes. This approach has the potential to draw more followers to these events and thus appeal to potential sponsors.

6.4. Future Research Recommendations

This study found that there is evidence to infer a correlation between constructs such as organisational sport framework, governance, sport value creation, sports consumer behaviour/needs and organisational performance at the national level. Future research topics can expand to include provincial organisation. Constructs such as transformation and development that impact organisations performance can also be researched.

6.5. Research Limitations

The research primarily focused on three sport federations in South Africa, particularly on amateur federations that have not managed to aggrandise their sporting codes.

- Based on experience and exposure to certain sporting codes, the purposive sample chosen for this study by the researcher might have been biased. However, several attempts were made to engage other federations, but no responses were received. The size of the sample was not large enough to generalise on all the registered amateur sporting federations in South Africa.
- The outcomes of the governance analysis are as good as the information that the federations have published and what the researcher could find in the public domain. Its rating can, at times, also be subjective and not reflective of the actual governance of the federations. There was also a perception amongst certain federations that some information was "sensitive" and was not for public consumption.
- Random sampling from the online survey was diverse and may not guarantee that the data received is reflective of the general needs and behaviour of the South African population.
- The cost of reports from sports agencies specialising in data mining influenced the study.

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Appendices

Appendix 1.1

No.	Research Question	Hypothesis	Research Design	Research data and information collection instrument(s)	Research target population	Description of the research respondents
1	Are the current sports management approaches enabling amateur sporting federations achieve their organisational objectives?	There is a relationship between sport management approaches and organisational performance.	Qualitative, (Purposive)	**Interview guide. Appendix 1.3** Questions: 1.1, 1.2, 1.3, 1.4, 2.1, 3.1, 3.2, 5.1 and 5.2	Amateur sporting federations in South Africa	Volleyball SA, Squash SA and Softball SA
				Document analysis Publicly available information/ Research on Federations' performances	Amateur sporting federations in South Africa	Volleyball SA, Squash SA and Softball SA, Netball SA, SAFA and SARU
2	Does adherence to good organisational governance influence the performance of amateur sporting federations?	There is a relationship between good organisational governance and organisational performance.	Quantitative, (Comparative)	Randomly distributed web-based **questionnaire**, (Qualtrics**). Appendix 1.4** Questions: 11, 12 and 13	Public	One hundred respondents completed the survey
			Qualitative, (Purposive),	• **Document analysis of Publicly available information** on Federations: Statutes **Appendix 1.2**, performances. • **Sport Governance Observer Index**	Amateur sporting federations in South Africa	Volleyball SA, Squash SA and Softball SA, Netball SA, SAFA and SARU

No.	Research Question	Hypothesis	Research Design	Research data and information collection instrument(s)	Research target population	Description of the research respondents
3	How effective are amateur sporting federations' sport value creation strategies in their sporting code?	There is a relationship between amateur sporting federations value strategies and organisational performance.	Qualitative, (Purposive)	**Interview guide. Appendix 1.3** Questions: 4.1, 4.2, 4.3, 6.1, 6.2, 6.3, 7.1, 7.2 & 8.1	Amateur sporting federations in South Africa	Volleyball SA, Squash SA and Softball SA
			Quantitative, (Comparative)	Randomly distributed web-based **questionnaire**, (Qualtrics). **Appendix 1.4**: Questions: 14	Public	One hundred respondents completed the survey
4	Are the current amateur sporting federations' operational strategies aligned with the sport consumer behaviour/needs?	There is a relationship between amateur sporting federations' operational strategies and the sport consumer behaviour/needs.	Quantitative, (Comparative)	Randomly distributed web-based **questionnaire**, (Qualtrics). **Appendix 1.4**: Questions: 1, 2, 3, 4, 5, 6, 7, 8, 9 and 10	Public	One hundred respondents completed the survey

Research Design
Source: Author created

Appendix 1.2



Appendix 1.2_Sport_Governa

Appendix 1.3

Sport Value Framework and Value creation

Key success factor for a sport cluster is the ability of sport organisations to link with other industries/institutions. Actors in a cluster are companies and/or institutions that link through commonalities or complementaries.		
1. Sporting activities are at the core of sport cluster organisations' activities:		
No	Question	Response
1.1	As an organisation, have you identified and/or established a relationship with actors whose products are complimentary to your organisation?	
1.2	How would you describe the interactions and exchanges between your organisation and others within the cluster?	
1.3	Do you have a structure or affiliate that looks after the development of sport in schools and or Tertiary institutions?	
1.4	Do you have a program that ensures continuity/transition from school sport to mainstream competition/league?	
2. Service is applied knowledge and fundamental to exchange in sport clusters.		
No	Question	Response
2.1	Elite athletes need interventions and assistance in latest training methodologies. Have you sought or use the expertise of professional institutions with regards to their competencies/expertise, e.g., high performance centres or research institutions?	
3. Sport cluster organisations only participate in the design and offer of value propositions		
No	Question	Response
3.1	Are you involved or offer expert knowledge to entities (municipalities) that are involved in offering facilities in communities for your sports?	
3.2	Do you have structures that formally offer assistance for the development and knowledge transfer of your sport?	
4. Sport cluster organisations create and evaluate value propositions within a value network: Value propositions are rarely offered by one single organisation and often require contributions from suppliers and customers. During activities sanctioned by your organisation, e.g., national championship, multiple actors are involved to ensure that your tournaments are successful.		

No	Question	Response
4.1	Do entities involved doing so through your organisation or are they involved independently?	
4.2	Do you conduct post-event analysis to evaluate the contributions and impact of the various actors?	
4.3	Have you engaged the services of consultants/experts to assist in your value creation analysis withing your value network?	
5. Value in sport clusters is always co-created by sport cluster organisations, end customers and other stakeholders.		
No	Question	Response
5.1	Do you have any collaborative relationship with research institutions pertaining to the latest training methodologies?	
5.2	Do you work closely with them to further develop and enhance current practices to improve the performances of your athletes?	
6. Co-created value is always value-in-use: Value emerges only if value propositions are used and that value always comes from multi-actor collaborations.		
No	Question	Response
6.1	How do you ensure that the value created, the impact and progress of your sport is communicated and understood?	
6.2	What media channels do you collaborate with or use to communicate this value?	
6.3	Has any research been made on the impact of your value in community development?	
7. Co-created value is always value-in-context. Your sport is either an indoor or outdoor activity that depends on external contextual factors. For customers, these factors include weather conditions and the social context.		
No	Question	Response
7.1	Do you have social sporting events/activities that encourage participation outside mainstream events?	
7.2	Do you have formal and transparent relationships with vendors of your sport equipment, be it during your events (National/provincial) to trade?	
8. Team sports customers' value co-creation is not limited to the primary service encounter but occurs on several platforms beyond the live venue. These include platforms that are directly related to a team sports league in general or a particular team (e.g., a team-sponsored sports bar, an online discussion forum centred on team sports). Please see a typical typology (Uhrich, 2014) of customer-to-customer value co-creation platforms based on two dimensions co-creation sphere and type of co-creation platform.		
8.1	Which of these platforms have you established to enable sport consumers' value co-creation?	

Appendix 1.4
Sport Consumer Behaviour/needs

Q1 Gender
- Male (1)
- Female (2)

Q2 Are you now married, widowed, divorced, separated, or never married?
- ☐ Single (1)
- ☐ Married (2)
- ☐ Divorced (3)

Q3 Age
- Below 20 (1)
- 20 – 29 (2)
- 30 -39 (3)
- 40 -49 (4)
- Above 50 (5)

Q4
I attend sporting events because of the general atmosphere/ excitement.
- Strongly Disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

Q5
I'm a huge fan of the sport in general.
- Strongly Disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

Q6
I follow sport in general.
- Strongly Disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

Q7
I only follow less than 3 types of sport.
- Strongly Disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

Q8
Attending sport activities is a social outing with friends/family.

- Strongly Disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

Q9

Attending sport activities gives me the privilege to say I was there.

- Strongly Disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

Q10

Attending sporting activities gives me the opportunity to connect to other like-minded fans.

- Strongly Disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

Q11

It allows me the opportunity of seeing something significant or historic happen live.

- Strongly Disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

Q12

Attending sporting activities is simply a form of recreation.

- Strongly Disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

Q13

I enjoy sports because of its entertainment value.

- Strongly Disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

Q14

Management of sport in the country is transparent.

- Strongly Disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

Q15

Management of sports in the country is democratic.

- Strongly Disagree (1)

- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

Q16

Management of sport in the country has proper internal controls and hold each other accountable.

- Strongly Disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

Q17

Value created by sporting activities worth your time.

- Strongly Disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)