

Winand, M., Zintz, T., Bayle, E. & Robinson, L. (2010) "Organizational performance of Olympic sport governing bodies: dealing with measurement and priorities", *Managing Leisure*, 15(4) 279-307.

Organizational performance of Olympic sport governing bodies.

Dealing with measurement and priorities.

Mathieu Winand ¹, Thierry Zintz ², Emmanuel Bayle ³ and Leigh Robinson ⁴

^{1&2} Université catholique de Louvain - Institut d'Education Physique et de Réadaptation

Chaire Olympique Henri de Baillet Latour & Jacques Rogge

en Management des Organisations Sportives

Center for Research in Entrepreneurial Change and Innovative Strategies (CRECIS)

Place P. de Coubertin, 1 B-1348 Louvain-la-Neuve

Mathieu.winand@uclouvain.be Thierry.zintz@uclouvain.be

³ Université Jean Moulin (Lyon 3) - Institut d'Administration des Entreprises (IAE)

Centre de recherche en gestion Magellan

Cours Albert Thomas, 6 BP 8242 69355 Lyon cedex 08

Emmanuel.bayle@univ-lyon3.fr

⁴ School of Sport, Exercise and Health Sciences

Loughborough University

Loughborough, LE11 3TU, UK

Organizational performance of Olympic sport governing bodies.

Dealing with measurement and priorities.

It is widely recognized that the performance measurement of organizations should help them in their strategic decisions and in their capacity to evaluate their successes. This measurement is, however, lacking in the sport governing bodies from the French speaking Community of Belgium. This paper proposes a model to measure organizational performance by considering objectives distributed among five main dimensions: sport, customer, communication and image, finance and organization, which are measured by quantitative performance indicators. The focus of the paper is on governing bodies of Olympic sport ($n = 27$) and the model measures their strategic objectives and operational goals. In addition, the priority that the Chairs of 13 Olympic sport governing bodies attach to each dimension and each objective is assessed. Finally, there is a discussion of the comparison of their priorities and their organizational performance, which leads to the identification of four strategic orientations.

Keywords: organizational performance measurement; sport organizations, sport governing bodies.

1. INTRODUCTION

Sport performance is a well known concept. Everyone can judge if athletes succeed in their sport and their victories or medals are indicators that allow an assessment of their level of sport performance. Likewise, organizations often wish to improve their performance in achieving their goals; understanding of performance comes when managers use tools to assess their resources, their processes or their outcomes in order to ensure their successes. Nevertheless, the performance of sport organizations, such as national sport governing bodies (NSGBs) is often difficult to identify, to measure and to manage due to their not for profit characteristics. For many years, the not for profit nature of these organizations has allowed managers to avoid focusing on organizational performance.

However, within the NSGB context, new pressures have emerged from the state, sponsors, members and other stakeholders which have required these sport organizations to become more performance oriented, or to build their capacity in order to better manage their organizational performance. Industry reports, such as the McKinsey Capacity Self-Assessment Tool (2001) in Australia and Deloitte and Touche (2003) in the UK, research (e.g. Wittock et al., 1996; Bayle and Robinson, 2007) and international sport organizations, such as the International Volleyball Federation, the International Tennis Federation and the International Olympic Committee have all highlighted the necessity for these organizations to develop key competences in managing performance. This new culture of professionalization and modernization around organizational performance can be explained by the social, economic and political stakes which surround the objectives of NSGBs in society and the competition they face to obtain public and private funds, all of which has required them to become more accountable and effective.

Generally speaking NSGBs, supervised by continental and international sport governing bodies, have as their mission (also known as strategic objectives) the requirement to organize sport activities and competitions for their members. As stated above, they are not for profit organizations (NPOs) that develop and promote their sport as their main goal. However, in Belgium, this fundamental objective is not necessarily the role of NSGBs.

Belgium is a federal state divided into three Communities: Dutch speaking (around 6 million inhabitants), French speaking (around 3.7 million inhabitants) and German speaking (70.000 inhabitants). Sport is organized and coordinated by the Communities and is a responsibility of the Department of Culture and coordinated by sport administrative bodies (respectively Bloso and Adeps). Communities have their own regulations, their own laws (called decrees), and their own system for recognising sport organizations. The sport priorities in the French speaking Community are to develop sport participation, to promote sport for all, to develop anti-doping campaigns and elite sport policies (De Bosscher et al., 2007). As a consequence, in Belgium, a great majority of the Communities' sport governing bodies (CSGBs) are in charge of the tasks and activities that are normally devoted to NSGBs.

Since 1978, Belgian sport governing bodies have had to split into CSGBs in order to receive grants. The French speaking Community's decree of the 26th of April 1999 also required this. As a consequence, there exists in Belgium non-split NSGBs and French and Dutch speaking CSGBs which are responsible for organizing international sport representation in competitions and coordinating Community structures (Pieron and De Knop, 2000; Zintz and Camy, 2005). This paper considers the 56 sport governing bodies from the French speaking

Community (called CSGBs here after) and, within this focuses on the 27 Olympic sport governing bodies (OSGBs).

The 56 CSGBs make strategic and daily decisions to organize, to develop and to promote their sport. They are rather small: two thirds had less than 5,000 members in 2005, with a range of 263 members (French speaking Olympic Wrestling League) to 45,439 members (Wallonia-Brussels Basketball Association). At this time, three quarters had an annual budget lower than €450,000. The mean annual budget was €351,549, ranging from €12,454 (French speaking Omnisports Federation) to €1,761,190 (Wallonia-Brussels Horse riding League).

Despite the increasing competitive environment¹, due to their small size, a great majority of these CSGBs do not use management tools to assess their objectives and to make relevant decisions. There is little professionalization and most are not performance oriented (Bayle, 2000). However, as noted above, increasing pressure from public authorities, their members, the Belgian Olympic and Interfederal Committee and their commercial partners is leading these organizations to be more performance oriented. Therefore, within this context a measurement model of the organizational performance of these CSGBs is proposed. This will provide the Chairs of CSGBs with a tool that will help them to lead their organizations to be competitive in the long term. This will allow them to focus their priorities in order to better achieve their strategic goals.

Firstly, this paper presents the literature on organizational performance, specifically in the context of NSGBs. This is followed by an explanation of the proposed model and the methodology used to measure the organizational performance of the 56 sport governing bodies from the French speaking Community of Belgium, with a subsequent focus on the

Olympic sport governing bodies. Their organizational performance and their priorities as assessed by the Chairs of these organisations are presented, followed by a discussion of the theoretical and empirical findings.

2. ORGANIZATIONAL PERFORMANCE OF NSGBs

The concept of organizational performance is generally understood as the combination of effectiveness and efficiency. Effectiveness can be defined as the capacity of an organization to achieve its goals, while efficiency compares the ratio between the resources used and the results obtained by an organization, without considering user satisfaction (Madella, Bayle and Tome, 2005). Organizational performance is a social construction which would not exist independently from beliefs and actions of individuals (Quinn and Rohrbaugh, 1983; Cameron, 1986; Chelladurai, 1987) and, as such is related to the nature of organizations and their actors. For example private organizations consider financial values and assets as the main way to measure organizational performance, while NPOs do not consider efficiency as being particularly relevant in comparison with effectiveness (Madella et al., 2005).

In the private organization context, a number of different approaches have been proposed (Cameron, 1981) in order to assess organizational performance, such as the Goal Model, the System Resource Model, the Internal Processes Model, the Strategic Constituencies Model and the Competing Values Framework. Table 1 sets out these approaches and shows their

application, their relevance and their limitations according to the context of NPOs, such as NSGBs (Bayle and Madella, 2002).

Insert Table 1
about here

A number of researchers (Chelladurai, 1987; Drucker, 1990; Herman and Renz, 1999; Stone, Bigelow and Crittenden, 1999; Sawhill and Williamson, 2001; Labie, 2005) have identified specific characteristics of NPOs, which are also to be found in NSGBs. Firstly, their strategic objectives are often intangible, and therefore difficult to measure. Secondly, NSGBs need to meet their stakeholders' heterogeneous expectations and needs which influence their objectives and among these stakeholders, public authorities play a crucial role. Thirdly, finances are constrained and NPOs receive resources annually from public authorities. Finally, Human resources include both paid staff and volunteers who have to work together to manage the processes of their organization. Therefore, their internal functioning is often less clear than that of private organizations.

Aware of the specific nature of NPOs, researchers have used the models of performance referred to above to analyse the organizational performance of sport organizations. Table 2 shows for each approach the basic model that was used, the sample of the study, its relevance and its limits (Bayle and Madella, 2002).

Insert Table 2
about here

As Cameron (1986) observed, organizational performance is intrinsically linked to a paradox. It can not be understood without taking into account simultaneous contradictions. Indeed, such tensions exist in NSGBs between paid staff and volunteers, between elite and mass sport, between public and private funds and between societal and commercial cultures (Shilbury and Moore, 2006). Organizational performance therefore should be understood as a coherent whole of dimensions. As a consequence, no single approach to performance measurement is able to understand and to measure the complexity of the organizational performance of NSGBs. According to Madella et al. (2005) organizational performance measurement requires a multidimensional approach, combining financial and non-financial measures which are crucial in the sport organization context. This multi-dimensional approach has also been suggested by Yavas and Romanova (2005) and Herman and Renz (1999). Such an approach refers to “the ability to acquire and process properly human, financial and physical resources to achieve the goals of the organization” (Madella et al., 2005). Consequently, the model proposed here focuses on several concepts that interact (Cameron, 1986) in order to understand how the organizational performance of NSGBs should be measured.

Zintz (2004) inspired by Nizet and Pichault (1995), identified two types of objectives in NSGBs and CSGBs in Belgium which impact on their organizational performance. The first is their strategic objectives and the second is their operational goals. The strategic objectives provide the rationale for the sport governing bodies, while the operational goals focus on the development of the governing bodies in order to facilitate their survival, efficiency and control of the relevant environment (Zintz, 2004).

Insert Table 3
about here

Research in this area has identified on two main strategic objectives that sport governing bodies have to achieve, which can be related to the expectations of their stakeholders. The first group of strategic objectives is specific to sport. It includes the need to achieve good sport results and to develop elite programs (Chelladurai et al., 1987; Papadimitriou and Taylor, 2000; Madella, 1998) which are considered to address elite sport priorities. Furthermore, other objectives related to sport are concerned with the development of activities for all members (Chelladurai et al., 1987; Bayle, 2000) which are considered to address sport for all priorities.

The second group of strategic objectives is specific to the customers (members, elites, public authorities, sponsors) of NSGBs. This group is concerned with the impact of NSGBs on society. For example, Papadimitriou and Taylor (2000) highlighted the wish of NSGBs to support a sport science approach. Madella (1998) noted the role of NSGBs in educational services and services for athletes and leisure participants. Bayle (2000) focused on the societal legitimacy of NSGB activities, while Madella (1998), Bayle (2000) and Shilbury and Moore (2006) have highlighted the development of membership as crucial. This leads to the conceptualisation of these strategic goals into two dimensions: the *sport* and the *customer* dimensions. The first dimension includes both *elite sport* and *sport for all* objectives and the second includes *sport values*, *services to society* and *development of members* (Table 3).

In addition, research in this area has identified three groups of operational goals of the organizational performance of NSGBs. The first of these is the crucial role of *external communication* to members and the *image* of the organization in society. For example, Papadimitriou and Taylor (2000), Shilbury and Moore (2006) and Vail (1986) focused on the

communication of NSGB with their constituents, while Bayle (2000) identified the role of media coverage in increasing the awareness of the sport.

The second group of operational goals is concerned with the importance of the *financial performance* of organizations, which has been highlighted as important by virtually every researcher investigating organizational performance (Vail, 1986; Madella, 1998; Bayle, 2000; Papadimitriou and Taylor, 2000; Shilbury and Moore, 2006). The research has identified two different aspects to the finance dimension of NSGBs. First, finance resources management refers to the acquisition of the resources necessary to achieve goals and the adequate use of these resources. Second, financial survival refers to the dependence of the organization upon public authorities and its capacity for self-financing.

Finally, the third group of operational goals is concerned with the effective functioning of *the organization*. Research into the performance management of NSGBs has highlighted the importance of the quality of functioning and organizational reactivity and planning (Vail 1986; Chelladurai et al., 1987; Bayle, 2000; Papadimitriou and Taylor, 2000), the role of a cohesive and skilled workforce (Shilbury and Moore, 2006) and the organizational atmosphere and internal communication (Madella, 1998). This leads organizational effectiveness to be focused on the skills of staff and internal functioning (Table 3).

In reference to the work of Vail (1986), Chelladurai et al. (1987), Madella (1998), Papadimitriou and Taylor (2000), Bayle (2000) and Shilbury and Moore (2006), cited above, the model discussed in this paper – summarized in table 3 – proposes five conceptual dimensions, each of which includes two sub dimensions. The sub dimensions expand on the content of each dimension in order to develop a consistent model for measuring the

organizational performance of CSGBs. To confirm the crucial role of these dimensions in organizational performance, an expert panel² in performance measurement was consulted.

3. METHODOLOGY

The methodology is inspired by Madella et al. (2005) who measured the organizational performance of national swimming governing bodies in four Mediterranean countries³. They proposed seven basic steps for the development of a specific measurement system combining the multidimensional concepts as set out in existing research. Their method was adapted in order to quantitatively assess the organizational performance of sport governing bodies from the French speaking Community. The seven steps followed were:

- a. definition of a model of organizational performance measurement combining several conceptual dimensions, sub dimensions and objectives;
- b. construction and validation of indicators which were selected for each objective;
- c. determination of the weighting of combinations of these indicators and the objectives;
- d. definition of specific procedures for normalising the attribution of scores of achievement for the objectives in comparison with other CSGBs;
- e. general validation of the consistency of the system of measurement;
- f. qualitative assessment of the priorities of specific CSGBs as perceived by their Chair;
- g. collection of data and interpretation.

As set out in Table 3, the model of organizational performance of sport governing bodies was defined using five main dimensions, of which two are strategic objectives and three are operational goals for sport governing bodies. For each dimension, according to their sub

dimension, specific objectives were also distinguished and then the model was applied to CSGBs.

The organizational performance model of CSGBs

The *sport* dimension of the model, which is arguably the most important, includes the elite sport and sport for all objectives of CSGBs. However, as suggested by Shilbury and Moore (2006), these objectives compete in some sport governing bodies. Elite sport objectives refer to international sport results, increasing athlete participation at international sport competitions and the improvement of elite sport services. Not all the CSGBs have elite sport objectives, or consider these as crucial. In contrast, almost all CSGBs have sport for all objectives. Every CSGB organizes national, regional or local competitions for its members, indeed some organize non-competitive sport or leisure activities. These organizations simply wish to improve the sport services they provide to their members.

The *customer* dimension integrates the non-sport services required to meet the potential expectations of customers of the CSGBs. For example, members and clubs often wish for better quality and quantity of non-sport services; the public authorities who subsidize CSGBs look for better societal legitimacy and mass participation in sport; while sponsors wish to reach a wide audience and to share with them the sport values they promote.

The *communication and image* dimension refers to the control of the external environment of the CSGBs. In this dimension the organization aims to promote the sport and improve their communication and follow-up of information for their members and their clubs.

The *finance* dimension of the model addresses the management of financial resources and the financial survival of CSGBs. Organizations should obtain sufficient financial resources to secure their viability and distribute these adequately. They also attempt to develop activities in order to decrease dependence upon public authorities and thus increase capacity for self investment.

Finally, Zintz and Camy (2005) have argued that it is important to address the central structure to be found in the headquarters and in the technical management of the sport governing bodies from the French speaking Community. Thus the *organization* dimension considers human resource qualifications and the functioning of the organisation, in the assumption that highly skilled staff and good internal functioning are part of the conditions required for CSGBs to perform at a high level.

In order to assess the organizational performance of CSGBs, objectives were measured through performance indicators and the priorities of the organisations were evaluated through questioning of the CSGB Chairs. Questioning all stakeholders would have resulted in no clear assessment of performance due to the large number of people involved, and the crucial role played by the French speaking Community sport administrators in all CSGBs.

Quantitative measurement of the organizational performance of CSGBs

In accordance with the literature, the model includes quantitative performance indicators considered capable of measuring the achievement of proposed objectives. The validity of these indicators was considered by experts² from sport or management who work with performance indicator assessment techniques. In order to compute these indicators the reports

that CSGBs had submitted to the Ministry of Sports in 2004 and 2005, in order to be granted with financial resources, were analysed. In addition, in order to collect other data a survey was carried out with the Chairs of the fifty-six CSGBs.

Two objectives which were to improve sport services to athletes and to improve non sport services provided to members were excluded from the quantitative measurement. These objectives were considered means of achievement rather than strategic objectives and were termed intermediate objectives, leaving a focus on the two distinct concepts described above: the strategic objectives and the operational goals.

The comparison of collected data and indicators allowed the selection of twenty relevant indicators (Tables 4 and 5). These indicators supported a quantitative evaluation of fourteen objectives distributed among the five dimensions⁴ of performance. Data related to four indicators were not available from the CSGBs' reports, and were established by the survey. Hence it was not possible to compute all indicators for all CSGBs as not all CSGBs completed the questionnaire.

Insert Tables 4 and 5
about here

The performance, in 2005 – for each CSGB for which quantitative data was available – was evaluated by the indicators. To establish a performance score for each objective and in order to take into account that indicators' values are expressed differently, these values were normalized. Their rank was computed, expressed as a percentage for all CSGBs and then the values obtained were reduced to a scale of “0” to “10”. For example, if a performance score

equalled “8”, this meant that for this indicator, the CSGBs performed higher than almost 80% of the 56 CSGBs. Thus, the CSGBs which performed the highest got a score of “10”. The advantage of this procedure is that it was possible to directly compare all the CSGBs as performance scores are expressed in the same way for all indicators. Although it might not take into account the proportionality of values, the procedure is not influenced by very extreme values distorting the values area.

The achievement of each objective was based on the assumption that the performance of each sub dimension could be calculated through the average of the performance scores of its objectives. Similarly, it was assumed that the achievement of each dimension could be calculated through the average of the performance scores of its sub dimensions, if they are consistent. It is worth noting, however, that the objectives proposed may have a different weight depending on the priorities of CSGBs. For example, leisure CSGBs do not have any elite sport objectives; in addition, some competitive CSGBs do not have real elite sport objectives. Consequently, the testing of the model was carried out primarily with the 27 governing bodies of Olympic sport from the French speaking Community as these were considered to have common strategic objectives.

Qualitative assessment of the weight of objectives of CSGBs

In 2007, the relative weight that specific CSGBs attached to the dimensions and the objectives of the model was assessed, including strategic objectives, intermediate objectives and operational goals. This was achieved via a survey of the 27 Olympic sport governing bodies from the French speaking Community. The Chairs, responsible for strategies (with their board) classified each objective within the same dimension, in increasing order from the most

(number one) to the least significant (number four). They also classified each dimension, in increasing order, from the most (number one) to the least significant (number five). If a proposed objective (or dimension) was not part of their objectives (or dimensions), they used the number zero. In this way the priorities of the CSGBs which participated in the survey were assessed. The survey had a 48% response rate as the Chairs⁵ of 13 CSGBs' assessed the relative weight they attach to the proposed dimensions and the objectives.

4. RESULTS

The consistency of the model of organizational performance was tested taking into account the 56 sport governing bodies from the French speaking Community and the 27 Olympic sport governing bodies. Then, the organizational performance of the Olympic sport governing bodies was analysed, in detail, according to their strategic objectives and operational goals. Finally, their priorities were identified.

Quantitative model of the organizational performance of CSGBs

The Cronbach Alpha test assessed the consistency of the model of organizational performance for the year 2005. First, its consistency for the 56 sport governing bodies from the French speaking Community: α_1 , was tested and then the 27 Olympic sport governing bodies: α_2 . The Cronbach Alphas are presented in Table 6.

Insert Table 6
about here

Two objectives or two sub dimensions are slightly consistent if their Cronbach Alpha is superior to 0.4, and consistent if it is superior to 0.7.

The objectives measuring the elite sport sub dimension of the CSGBs were consistent ($\alpha_1=0.653$; $\alpha_2=0.664$). However, as Shilbury and Moore (2006) suggested, the sub dimensions elite sport and sport for all were not consistent ($\alpha_1=0.376$; $\alpha_2=-0.093$). They were two separate items which could not be reduced to a single sport dimension. Furthermore, they are not consistent objectives in the OSGB context. For instance, the Chair of the French speaking League of Fencing stated that “it’s clear that Fencing is elite sport oriented. Expenditure on elite sport is high [...], we didn’t have enough money for sport for all.” This result suggests a slight competition between the elite sport and sport for all objectives in the OSGB context in comparison with the resources allocated to each objective.

The customer objectives were consistent ($\alpha_1=0.705$; $\alpha_2=0.763$) as the objectives to sustain sport values in society and to attract members were positively related to each other. Thus they positively measured the customer dimension.

The communication and image dimension includes the sub dimension image, measured by one objective and the sub dimension communication measured by two objectives which were the spread and the follow-up of internal communication. These were strongly competing, particularly for the OSGBs ($\alpha_1=-3.811$; $\alpha_2=-21.865$). Indeed, the OSGBs had a tendency not to spread information to their members, or they did it frequently to a small part of their membership. The combination of the measurement of the spread of information and its frequency indicates the ability of CSGBs to communicate and the sub dimensions image and communication were consistent ($\alpha_1=0.518$; $\alpha_2=0.657$).

The finance dimension revealed two separate concepts that were competing ($\alpha_1 = -3.296$; $\alpha_2 = -4.884$) in CSGBs: that of financial resources management and financial survival whose objectives were consistent ($\alpha_1 = 0.573$; $\alpha_2 = 0.763$) and very consistent ($\alpha_1 = 0.970$; $\alpha_2 = 0.982$) respectively. For instance, the Chair of the French speaking League of Swimming stated that this OSGB obtained the maximum grants it could. Although it is well managed, they could not find money for [all] sport activities. This OSGB had good financial resources management. It obtained large financial resources and allocated it to its members. Nevertheless, its self-financing capacity was weak.

The organization dimension was not consistent for the 56 CSGBs ($\alpha_1 = 0.146$), but slightly consistent for the 27 OSGBs ($\alpha_2 = 0.477$). There was a link between the skills of the staff, measured by qualification and experience, and the organizational climate, measured by the turnover of the staff. It was assumed that the more staff of these governing bodies remained in their organization, the more they are able to acquire experience and qualification. For example, the paid staff turnover of the French speaking League of Horse riding in 2004 and 2005 was about 20%, which is high in the CSGB context. However, it revealed weak organizational atmosphere, employees had poor qualifications and a majority of them had less than 4 years of experience in the OSGB.

The average score of each sub dimension was calculated and only the sub dimension communication was not consistent. The average score of each dimension was calculated according to the consistency of its sub dimensions. Only the dimensions sport and finance were not consistent and each one revealed two separate sub dimensions. As a result, seven (sub) dimensions of the organizational performance of OSGBs were obtained. Three of these

refer to their strategic objectives: customer, elite sport and sport for all and four refer to their operational goals: communication and image, financial resources management, financial survival and organization. The scores of these seven (sub) dimensions were analysed in detail for the OSGBs, for the year 2005 in order to assess the organizational performance.

The organizational performance of Olympic sport governing bodies

The analysis of the organizational performance of the OSGBs was twofold. Once again their strategic objectives and operational goals were analysed. This process enabled the link between the (sub) dimensions of their strategic objectives and of their operational goals to be shown and the OSGBs to be grouped in accordance with their capacity to achieve them. However, six OSGBs could not be quantitatively measured for all the operational goals and were therefore excluded from the clustering of the goals.

Organizational performance was analysed using correlational relationships and the Hierarchical Ascendant Classification (HAC) with the Ward method (Ferguson et al., 2000; Marlin et al., 2007).

The HAC is a clustering method. It highlights homogeneous groups of cases according to the variables by which they are assessed. It initially considers every case as a cluster, including a single case. The first step is to group, in the same cluster, several cases which are close to each other, then the HAC groups close cases in accordance with the distance chosen. To determine this distance, the Ward distance which minimizes the intra group variance was used

to obtain contrasted groups. When every case is grouped in one cluster, the process stops. Then, the analysis of the dendrogram enables the determination of the groups of interest: the clusters that make sense.

Insert Tables 7 and 8
about here

In accordance with the clustering, thresholds were defined in order to highlight scores from which it was possible to assume that a CSGB (including an OSGB) has achieved its strategic objectives or its operational goals in comparison with the others. Tables 7 and 8 respectively present the scores obtained for the strategic objectives and the operational goals of the 27 OSGBs. In addition, these tables show the means of the scores of all the 56 CSGBs. We assume that an OSGB achieved a given (sub) dimension if its score for the (sub) dimension was greater than the mean of the scores computed for all the 56 CSGBs. That is to say, if it performed higher than approximately 50% of the organizations (noted 'star' [*] in tables 7 and 8).

Three groups of OSGBs were determined using HAC, according to their achievement of their strategic objectives (Table 7). The cluster M1 includes sport governing bodies which showed high scores in the sport for all dimension and low scores in the two other strategic objectives. These OSGBs, with the exception of "Shooting" appeared to be mainly focused on sport for all activities. The OSGBs included in cluster M2 performed highly in the customer dimension, had medium or high performance in the sport for all dimension and low performance in the elite sport dimension, suggesting that these OSGBs focused on their customers and sport for all activities and did not achieve their elite sport objectives. The

OSGBs included in cluster M3 performed highly in the elite sport dimension and the majority of them also performed highly in the customer and sport for all dimensions and therefore this cluster groups together the governing bodies which performed highly in all three strategic objectives. For example, the French speaking League of Handisport has very high scores for each strategic objective suggesting high performance in comparison with all CSGBs. Furthermore, its performance in terms of its sport for all objective (score = 9.51) is close to the highest possible score.

Three other groups of OSGBs were determined using HAC, in accordance with their achievement of their operational goals (Table 8). Cluster S1 includes sport governing bodies which showed quite high scores in the communication and image, finance resources management and organization dimensions. For example, the French speaking League of Handball had two administrative employees who had more than 10 years of experience as well as sport employees with high levels of qualifications. This OSGB received about €66 in grants per member and spent approximately €1 per member to spread information, which was better than 50% of all CSGBs. Cluster S2 groups together OSGBs which had high scores in the financial resources management dimension and low scores in the communication and image dimension. For example, the French speaking League of Triathlon spends approximately €0.06 per member in spreading information, but received about €152 in grants per member. Cluster S3 groups together OSGBs which performed at a high level in the communication and image and financial survival dimensions, such as the French speaking League of Tennis whose non-grant financial resources met about 78% of its total expenditure.

Strategic objectives analysis

There was no correlation (Pearson correlation: r) between the three strategic objectives of the OSGBs (Table 9) meaning they were relatively independent from each other.

Insert Table 9
about here

OSGBs which performed highly in the elite sport dimension had no tendency to perform highly in the sport for all dimension ($r=-0.051$, $p>0.05$) although, according to the threshold, 10 OSGBs did perform highly across both dimensions. The French speaking Leagues of Clay shooting, Judo, Swimming, Cycling, Handisport, Badminton, Archery, Athletics, Rowing and Horse riding performed higher than approximately 50% of all 56 CSGBs in the elite sport and the sport for all dimensions. Among these, the latter seven also performed highly on the customer dimension and were part of the same cluster (cluster M3) of governing bodies with high performance. Only one OSGB, the French speaking League of Weightlifting/ power lifting, performed poorly across the three strategic objectives. Thus, each OSGB, with the exception of the French speaking League of Weightlifting/ power lifting, has, as a minimum, performed well in one of its strategic objectives when compared to the sample as a whole.

Although customer and elite sport ($r=0.2$, $p>0.05$) and customer and sport for all ($r=0.102$, $p>0.05$) were not related, seven OSGBs which performed poorly in the customer dimension also performed poorly in the elite sport dimension. Ten governing bodies performed highly in the customer and in the elite sport dimensions, while three OSGBs performed poorly in the customer and the sport for all dimensions.

Operational goals analysis

There was positive and negative correlation (Pearson correlation: r) between the operational goals of OSGBs (Table 10)

Insert Table 10
about here

The correlational analysis showed that the organization dimension and the three other dimensions were not related, therefore staff skills and organizational atmosphere were not associated with the finance and communication and image dimensions. In contrast, the communication and image and the financial resources management dimensions competed ($r=-0.602$, $p<0.01$). This suggests that the more an OSGB invests in communication and image, the less it can spend on sport activities for its members. Nonetheless, the more an OSGB is capable of self-financing, the more it invests in promotion and spreading of information ($r=0.543$, $p<0.01$).

At the same time, financial resources management and financial survival were competing in the OSGBs ($r=-0.73$, $p<0.01$). Somewhat obviously, the more an OSGB achieves independence from public authorities and becomes self-financing, the less grants it obtains, but also the less it spends on its members. Only the French speaking Leagues of Clay shooting, Ski, Handisport and Cycling performed highly in both financial sub dimensions, while the other OSGBs performed poorly in one and highly in the other.

Insert Table 11
about here

Strategic objectives and operational goals analysis

The relationship between the strategic objectives and operational goals of OSGBs is relatively complex and two symmetrical relationships were identified (Table 11). First, the communication and image dimension seemed to be slightly positively related to the elite sport dimension ($r=0.427$, $p<0.05$). In addition, the financial resources management dimension appeared to be slightly positively related to the sport for all dimension ($r=0.431$, $p<0.05$).

Seven OSGBs showed high achievement of their three strategic objectives. The French speaking Leagues of Cycling, Handisport, Badminton, Archery, Athletics, Rowing and Horse riding performed higher than about 50% of all 56 CSGBs in their three strategic objectives (three stars [*] in table 7) and the first six had a high score in the financial resources management dimension. The assumption is that this is crucial in the sport governing body context in order to achieve their strategic objectives.

Furthermore, it can be assumed that the financial resources management dimension is almost a necessary condition in order to achieve the three strategic objectives of the OSGBs. However, it is certainly not a sufficient condition on its own, although all but one of the OSGBs which performed highest in their strategic objectives showed a high score in this dimension, not all of the governing bodies performing highly in the financial resources management dimension also performed highly in all of their strategic objectives. In other words, the capacity of OSGBs to obtain and to manage their financial resources is one of the crucial dimensions in order to achieve their strategic objectives.

Comment [p1]: Pete, I've deleted this paragraph completely as I am unconvinced it adds anything. If you disagree send it back!

Weighted strategic objectives and operational goals

A comparison was made of the relative weight of the dimensions and the objectives (Table 12) as assessed by the OSGB Chairs who responded to the survey (n= 13).

Insert Table 12
about here

For these 13 OSGBs, the crucial dimension is sport and 10 Chairs placed sport as their top priority. The finance dimension was placed second by six and third by five of them. No Chair placed it as their top priority, or as the least significant. For these respondents, the finance dimension was neither a top priority, nor one to be neglected, reflecting what is to be found in literature for NPOs. The organization dimension was in fourth or fifth place for 12 Chairs and was clearly not a priority. They distributed the customer and communication and image dimensions within different relative weights, with the customer dimension positioned in fifth place for seven of the 13 Chairs. The French speaking Leagues of Athletics, Triathlon, Canoe, Handball and Archery share the same first two priorities, namely the sport and finance dimensions, with sport as a top priority.

An assessment of the weight of the objectives of the sport dimension revealed that about the half of the 13 OSGBs in the sample focused on elite sport and the other half on sport for all. The sport for all objective was not in the top three priorities for six Chairs. In contrast, the

sport for all dimension was a top priority for four Chairs and the second priority for two others. Although it might have been expected that all OSGBs would seek elite sport achievement, in reality some do not attempt it or are not focused on it, suggesting that some Olympic sport governing bodies might not be elite sport oriented. For instance, the French speaking Leagues of Baseball, Horse riding, Archery and Handisport were clearly sport for all oriented.

The most significant objectives in the customer dimension were attracting members and developing members' loyalty and seven Chairs placed the objective to attract members as their priority in this dimension. As the allocation of grants and the amount of membership fees reflect the size of CSGBs, this finding is not surprising. The OSGBs which did not consider the objectives to attract members and to develop member loyalty as their first two priorities were three large governing bodies: the French speaking Leagues of Swimming, Table tennis and Horse riding.

The priorities within the communication and image dimension were distributed among the objectives. No Chair considered the positive spreading image of their sport in the media (except the French speaking Archery League for which it is not an objective) and the improvement of the following up of the internal communication to members as the least significant objectives. In contrast, seven Chairs placed improvement of the spread of internal communication to members as least significant.

Self-financing capacity did not appear to be one of the top two priorities for 10 Chairs in comparison with the other objectives of the finance dimension. No Chair considered the management of financial independence from public authorities as least significant and nine

perceived it as one of their top two priorities. In addition, nine Chairs perceived the objective to obtain financial resources as one of their top two priorities.

The improvement of paid staff skills was placed first or second by nine Chairs. At the same time, the improvement of the headquarter's internal functioning was also placed first or second by nine Chairs. The improvement of the headquarter's organizational atmosphere was clearly not a top three priority for 12 Chairs from the sample of OSGBs, among which three stated it was not an objective for them. The French speaking League of Canoe had no paid staff. Consequently, the improvement of the paid staff is pointless as volunteers are asked to do the tasks normally devoted to paid staff. However, the Chair did not consider the improvement of volunteer skills as an objective.

5. DISCUSSION

When comparing the priorities of the OSGBs and their performance within the (sub) dimensions of the model, it is apparent that they should act to achieve both the sport and the customer dimensions. Figure 1 represents strategic orientations CSGBs could put in place and the choice of which depends on the priorities they attach to the dimensions or their objectives, alongside their ability to achieve them:

Insert Figure 1
about here

The model should encourage the Chairs of CSGBs to focus on the specific objectives that they choose to invest in, and to select objectives they choose not to invest in because they are

not priorities, or because they can not improve performance in these areas. The measurement of these priorities will provide the Chairs with appropriate strategic orientation and the aim is to enhance the achievement of their priorities, whether they demonstrate high or low performance.

In terms of objectives which are not priorities, Chairs should either not invest in these because they perform at a sufficiently high level so that more investment would be pointless, or because they do not have the necessary financial and human resources to improve. Therefore Chairs should redefine their priorities depending on their capacity and levels of performance. A change in human or financial resources will have an impact on the definition of their priorities. In addition, high achievement of a given priority could make it less significant and inversely, lower than expected achievement of an objective could make it more significant.

The basic strategic orientations for the 13 OSGBs included in the sample have been set out. A discussion of their size, or their professional level is not particularly relevant as size shows no great link to high performance, due to the calculation of relative indicators, nor is it linked to their priorities, with the exception of the objectives to attract members and to develop members' loyalty.

Their level of professionalization was uneven and hard to assess, and therefore the discussion has focused on the relationships which should exist between the priorities of OSGBs and their performance, according to the clustering of their strategic objectives and operational goals. Consequently, three clusters of Olympic sport governing bodies have been identified according to the achievement of their strategic objectives. Olympic sport governing bodies included in:

1. cluster M1 performed highly in the sport for all dimension,
2. cluster M2 performed highly in the customer dimension and
3. cluster M3 performed highly in the elite sport dimension.

In addition, three other clusters of OSGBs were identified according to the achievement of their operational goals. Olympic sport governing bodies included in:

1. cluster S1 performed highly in the communication and image, finance resources management and organization dimensions,
2. cluster S2 performed highly in the financial resources management dimension and low in the communication and image dimension and
3. cluster S3 performed highly in the communication and image and financial survival dimensions.

Among the 13 Olympic sport governing bodies assessed, six appeared to focus on sport for all activities. These OSGBs had high scores in the sport for all dimension and each sustains sport for all activities. The half, included in cluster M1, have low scores in elite sport dimension in comparison with the others included in cluster M3. Therefore, even if they are OSGBs, it is possible to argue that elite sport is not their priority because they are either not focused on elite sport and do not have the capacity to improve it, or they do not need to improve their performance in elite sport, but to just maintain it.

Alternatively, six OSGBs had the elite sport dimension as their priority. Among these, four, included in cluster M3, performed highly in the elite sport dimension and two, included in cluster M2, performed poorly in the elite sport dimension. None of these sport governing bodies are included in cluster M1. It can be argued that these OSGBs focused on elite sport

wish to either improve their elite sport objectives because they perform at a low level (cluster M2), or they wish to sustain it in order to improve performance if possible (cluster M3).

Only three OSGBs perceived the objective to sustain sport values in society to be one of their top two priorities in comparison with the attraction of members. They are all part of the cluster M3 including the highest performing CSGBs. These OSGBs are part of the largest CSGBs with more than 10,000 members and therefore want to keep their membership high. The nine other OSGBs (The French speaking Triathlon League has no objectives within the customer dimension) focused on increasing, or sustaining membership.

Five OSGBs focused on image rather than communication and three others did the reverse. With the exception of the French speaking Leagues of Taekwondo, Handisport (cluster S2) and Canoe, five OSGBs who performed highly in the communication and image dimension wish to maintain the same level of performance. No trends emerged between the financial priorities of the 13 OSGBs and their financial performance. Eight of these governing bodies showed high scores in the financial resources management dimension (clusters S1 and S2) and four showed high scores in the financial survival dimension (The French speaking League of Baseball was not measured). However, they did not consider one or the other as their main priority, despite the fact that high levels financial resources management is crucial for sporting governing bodies.

Finally, no trends emerged for the organization dimension. Among the 10 Olympic sport governing bodies measured for this dimension, six performed highly (four in cluster S1) and four performed at a low level (three in cluster S2). They almost all focused on the improvement of the skills of paid staff and internal functioning.

Interests and limitations of the study

Further studies are required to combine quantitative data and qualitative judgments in order to propose future developments of the tool used to assess the organizational performance. The findings set out here can be implemented in a way to help the Chairs of OSGBs, and CSGBs in general, to define and implement a strategy to make better strategic decisions, according to the priorities required to achieve their strategic objectives.

Summarizing the approach, it has been argued that each objective of each strategic objective and operational goal of CSGBs has a relative priority and a relative degree of expected achievement. Depending on the priority and the performance of the objectives, CSGBs can put in place strategic orientations. If they perform at a high level, they can maintain this level of achievement or enhance it. If they perform at a low level, they can improve performance, or not, depending on their available resources. Careful attention has to be paid to the adaptation of strategies due to modification in the level of performance expected or a change in resources, as both will redefine priorities. This approach should allow the Chairs of CSGBs to focus on the resources, the processes or the outcomes they did not achieve as well as expected so that they can act to invest in change and build strategies.

The quantitative part of the organizational performance measurement model is relatively sensitive to the size of the cases analysed. The indicator values were normalized by their rank in percentage, so the scores obtained for each indicator depended on the number of cases which were measured. As it was not possible to calculate four of the indicators for all 56 CSGBs, the scores normalized for these indicators did not exactly express the same as the

others computed for all 56 CSGBs. Nevertheless, it was assumed that a sufficient number of CSGBs were available for each of these four indicators to calculate and normalized them.

The Chairs of OSGBs were asked about the weight they attached to the objectives proposed, in the summer of 2007. Data extracted to calculate performance indicators was taken from the year 2005. It is assumed that the priorities of the Olympic sport governing bodies assessed in 2007 were the same as in 2005 given that it was a long term strategic interrogation.

A given CSGB may have more than one priority within the same dimension. In the study, the relative priorities of the objectives per dimension were assessed. Consequently, it was not possible to compare the weight of the objectives in different dimensions.

Only 13 Olympic sport governing bodies could be assessed qualitatively among the 27.

¹ A majority of CSGBs are not aware of the competitive environment which surrounds them. For instance, they do not consider that their members could be attracted by other CSGBs or private sport organizations, or that they could attract members from these organizations.

² Experts were the Vice-President and the General Secretary of the Belgian Olympic and Interfederal Committee and two Professors of the Louvain School of Management.

³ Countries were “Italy, Greece, Portugal and Spain”.

⁴ Four objectives could not be quantitatively measured in the collected data.

⁵ Three Chairs (French speaking Gymnastic Federation, Wallonia-Brussels Horse riding League and French speaking Archery League) delegated the task of answering the survey to their executive manager, part of the paid staff, including the strategic interrogations such as the identification of the priorities of their Olympic sport governing body.

REFERENCES

- Bayle, E. (2000) La mesure de la performance des organisations à but non lucratif : proposition d'une nouvelle méthode appliquée aux fédérations sportives nationales, *Gestion 2000*, 73-99.
- Bayle, E. & Madella, A. (2002) Development of a taxonomy of performance for national sport organizations, *European Journal of Sport Science*, 2(2), 1-21.
- Bayle, E. & Robinson, L. (2007) A Framework for Understanding the Performance of National Governing Bodies of Sport, *European Sport Management Quarterly*, 7(3), 249 - 268.
- Cameron, K.S. (1981) Domains of Organizational Effectiveness in Colleges and Universities, *The Academy of Management Journal*, 24(1), 25-47.
- Cameron, K.S. (1986) Effectiveness As Paradox: Consensus and Conflict in Conceptions of Organizational Effectiveness, *Management Science*, 32(5), 539-553.
- Chelladurai, P. (1987) Multidimensionality and multiple perspectives of organizational effectiveness, *Journal of Sport Management*, 1(1), 37-47.

Chelladurai, P., Szyszlo, M. & Haggerty, T.R. (1987) System-based dimensions of effectiveness: The case of national sport organizations, *Canadian Journal of Sport Science*, 12, 111-119.

De Bosscher, V., Bingham, J., Shibli, S., Van Bottenburg, M. & De Knop, P. (2007) *The Global Sporting Arms Race. An International Comparative Study on Sports Policy Factors Leading to International Sporting Success*, Oxford (GB), Meyer & Meyer Sport.

Deloitte & Touche (2003) 'Investing in Change' - High Level Review of the Modernisation Programme for Governing Bodies of Sport, *UK Sport*.

Drucker, P. (1990) *Managing the non-profit organization: practices and principles*, Butterworth-Heinemann.

Ferguson, T., Deephouse, D. & Ferguson, W. (2000) Do strategic groups differ in reputation?, *Strategic management journal*, 21(12), 1195-1214.

Fiss, P. (2007) A Set-Theoretic Approach to Organizational Configurations, *The Academy of Management Review (AMR)*, 32(4), 1180-1198.

Herman, R.D. & Renz, D.O. (1999) Theses on nonprofit organizational effectiveness, *Nonprofit and Voluntary Sector Quarterly*, 28(2), 107-126.

- Labie, M. (2005) Comprendre et améliorer la gouvernance des organisations à but non lucratif : vers un apport des tableaux de bord ?, *Gestion 2000*, 30(1), 78-86.
- Madella, A. (1998) La performance di successo delle organizzazioni—spunti di riflessione per gestire efficacemente le società di atletica leggera, *Atleticastudi*, 1, 2-3.
- Madella, A., Bayle, E. & Tome, J. (2005) The organisational performance of national swimming federations in Mediterranean countries: A comparative approach, *European Journal of Sport Science*, 5(4), 207-220.
- Marlin, D., Ketchen, D. & Lamont, B. (2007) Equifinality and the Strategic Groups-Performance Relationship, *Journal of Managerial Issues*, 19(2), 208-233.
- McKinsey & Company (2001) Effective Capacity Building in Nonprofit Organizations, 13-77.
- Nizet, J. & Pichault, F. (1995) *Comprendre les organisations: Mintzberg à l'épreuve des faits*, Paris, Gaëtan Morin Éditeur Europe.
- Papadimitriou, D. & Taylor, P. (2000) Organisational Effectiveness of Hellenic National Sports Organisations: A Multiple Constituency Approach, *Sport Management Review*, 3, 23-46.
- Pieron, M. & De Knop, P. (2000) *Gestion et organisation du sport en Belgique*, Bruxelles, Fondation Roi Baudouin.

- Quinn, R. & Rohrbaugh, J. (1983) A Spatial Model of Effectiveness Criteria: Towards a Competing Values Approach to Organizational Analysis, *Management Science*, 29(3), 363-377.
- Sawhill, J. & Williamson, D. (2001) Mission Impossible? Measuring Success in Nonprofit Organizations, *Nonprofit Management & Leadership*, 11(3), 371-386.
- Shilbury, D. & Moore, K.A. (2006) A Study of Organizational Effectiveness for National Olympic Sporting Organizations, *Nonprofit and Voluntary Sector Quarterly*, 35(1), 5-38.
- Stone, M., Bigelow, B. & Crittenden, W. (1999) Research on Strategic Management in Nonprofit Organizations: Synthesis, Analysis, and Future Directions, *Administration & Society*, 31(3), 378-423.
- Vail, S. (1985) Organizational effectiveness and national sport governing bodies: A multiple constituency approach, *Unpublished doctoral dissertation, University of Ottawa, Ottawa, Canada*
- Wittock, H., Bollaert, L., De Knop, P., Laporte, W. & Van Meerbeek, R. (1996) The Development of an Instrument with which Sports Federations can evaluate and optimize their management, *European Journal for Sport Management*, 3(1), 90-101.

Yavas, U. & Romanova, N. (2005) Assessing performance of multi-hospital organizations: a measurement approach, *Quality Assurance*, 18(3), 193-203.

Zintz, T. (2004) Configuration et changement organisationnel des ligues et fédérations sportives belges Typologie et perspectives d'évolution, *Faculté de Médecine, Institut d'éducation physique*, Louvain-la-Neuve, Université catholique de Louvain.

Zintz, T. & Camy, J. (2005) *Manager le changement dans les fédérations sportives en Europe*, De Boeck Université.

Table 1: Literature review of the main approaches of the organizational performance of organizations

Model	Definition (an organization is effective when)	Relevance (application of the model is preferred when)	Limitations of the model due to the specificity of NPOs
Goal attainment	It accomplishes its stated goals.	Goals are clear, measurable and time constrained.	Goals are often intangible, changing and unrealistic.
System resource	It acquires the resources needed.	A clear connection exists between inputs and outputs.	Some resources come from the trusteeship and are annually renewable.
Internal process	It creates no internal strains, with smooth internal functioning.	A clear connection exists between organizational process and the primary goal.	This connection is not as clear as for private organizations.
Strategic constituencies	All strategic constituencies have a minimum degree of satisfaction.	Constituencies have powerful influence on the organization (as in terms of little organizational slack) and it has to respond to demands.	Hard to operationalize in terms of feasibility and time due to huge amount of constituencies. Weak validity.
Competing values	The evaluation of the organization in four areas matches constituent preferences.	The organization has no clear view of its own priorities, or shows a quick change in the criteria over time.	Difficulty of realization. Does not assess in detail the ability to achieve goals.
Quadridimensional	Systemic evaluation of performance.	Performance of the organization is measured by a subjective and objective approach.	Legitimacy measure.

Adapted from Bayle and Madella (2002) who themselves were inspired by Cameron (1986)

Table 2: Literature review of the organizational performance measurement of national sport governing bodies (NSGBs)

Authors, year	Model	Sample	Results	Relevance	Limits
Vail 1986	Strategic constituencies model	Five strategic groups (140 questionnaires for 33 NSOs)	Six dimensions (36 performance criteria) of performance: adaptability, communication, finance, growth, human resources and organizational planning.	Group differences in the perceived importance of selected effectiveness criteria: growth and finances (internal groups perceive them more crucial)	Key indicators such as sport results, number of members are not considered
Chelladurai, Szyszlo and Haggerty, 1987	Internal process model (empirical and quantitative study of the concept of performance for NDGB)	Questionnaire of 30 indicators (150 directors of BSGB of 48 Canadian NSGB)	Proposition of a model of six dimensions. Critical dimensions: throughput process; human resource factor and results of elite programs. Top level results and sport for all not related.	Pertinence of the methodology	Measure of the quality of functioning more than results: specific to the Canadian context; synchronic measure of input and output indicators
Madella, 1998	Multidimensional approach (goal attainment; system resources, strategic constituencies)	Combination of official statistics and other objective indicators and quantitative evaluation by stakeholders	6 dimensions of performance: finances; external communication; internal communication; sport results; service quality and production; logistics and process factors. Indicators of environment condition and other input variables were collected	Combination of a theoretical and practical interest.	Difficulty in adapting the measurement system to the political change of priorities

(continued)

Authors, year	Model	Sample	Results	Relevance	Limits
Papadimitriou and Taylor, 2000	Strategic constituencies model	Six strategic constituencies groups; study on 20 Greek NSO	Five dimensions of effectiveness (board and external Liaisons stability; interest in athletes; internal procedures, long term planning; contribution of sport science) measured by 33 indicators. Athletes, technical managers are less satisfied than members of the board about organizational performance.	Measure of legitimacy of the organization for the main strategic constituencies (satisfaction indicators of the actors).	Reliability and validity problem of this method; difficult to operationalize.
Bayle, 2000	Multidimensional approach (goal attainment; system resources, strategic constituencies)	Quantitative and qualitative evaluation of 40 French sport governing bodies by managers and experts.	Six dimensions of performance: institutional, social internal, social external, economic and financial, promotional, organizational. Six performance profiles of national sport governing bodies	Quantitative and qualitative measurement of global performance in taking into account stakeholders' expectations. Allows benchmarking of sport governing bodies.	Assessment of the performance by managers of sport governing bodies.
Shilbury and Moore, 2006	Competing Values Approach	Qualitative and quantitative evaluation of 10 Australian national sport governing bodies.	The primary indicators of the effectiveness of sport governing bodies are their ability to be productive. Planning, flexibility and stability were the next most important determinants.	Competing Values Approach allows managers to quickly ascertain strengths and weaknesses of their sport governing body in terms of effectiveness.	Difficulty of realization. Does not assess in detail the items of the organizational performance.

Adapted from Bayle and Madella (2002)

Table 3: Model of the organizational performance of sport governing bodies

	Dimensions	Sub dimensions	Objectives
STRATEGIC OBJECTIVES	Sport	Elite sport	1.1. To obtain international sport results
			1.2. To increase athletes' participation in international competitions
	1.3. To improve sport services to athletes		
	Customer	Sport for all	1.4. To increase sport activities for members
			Sport values and services to society
		Development of members	2.2. To improve non sport services provided to members
2.3. To attract members			
OPERATIONAL GOALS	Communication and image	Image	2.4. To develop members' loyalty
			3.1. To spread a positive image of their sport in the media to the audience
		Communication	3.2. To spread a positive image of their sport to members
			3.3. To improve the spread of the internal communication to members and clubs
	Finance	Financial resources management	3.4. To improve the follow-up of internal communication to members
			4.1. To obtain financial resources
		Financial survival	4.2. To manage financial expenditure
			4.3. To manage self-financing capacity
Organization	Skills of the staff	4.4. To manage financial independence from public authorities	
		5.1. To improve administrative and sport paid staff skills	
	Internal functioning	5.2. To improve volunteer skills	
		5.3. To improve headquarter internal functioning	
		5.4. To improve headquarter organizational atmosphere	

Table 4: Presentation of the quantitative performance indicators measuring the strategic objectives of Community sport governing bodies (CSGBs)

	Strategic objectives	Quantitative performance indicators	Justification of the indicators	
Sport dimension	<i>Elite sport</i>	1.1. To obtain international sport results	Sport results in official international competitions (available for 39 CSGBs)	Even if some sport have a greater number of potential medals because of different categories or competitions, we calculated a score of medals in international competitions athletes won (3 points for a gold medal, 2 for a silver medal and 1 for a bronze medal; De Bosscher et al., 2007).
		1.2. To increase athletes' participation in international competitions	Expenditure for high performance athletes per internal competition Number of athletes international competition participation	The more a given CSGB spends on high performance athletes per international competition, the more it invests in them. The more a given CSGB participates in international competitions, the more it helps its athletes to compete in an international level to improve them.
	<i>Sport for all</i>	1.4. To increase sport activities for members	Number of sport monitors for 1000 members	The more a given CSGB has trained monitors, the more these are able to organize sport activities.
			Sport services expenditure per member	The more a given CSGB spends on sport services per member, the more it is capable of providing a great quantity and quality of it.
Customer dimension	<i>Sport values and services to society</i>	2.1. To sustain sport values in society	Percentage of the number of members less than 18 years old in comparison with total members	A quantity of younger members shows that a given CSGB has the capability to sustain sport values in society towards young people, as required by the public authorities.
			Percentage of women members increasing in comparison with previous year	Authorities support woman sport to increase the diffusion of sport values in the society. They require CSGBs to attract women members to do so.
	<i>Development of members</i>	2.3. To attract members 2.4. To develop members loyalty	Percentage of number of members increasing in comparison with previous year	Gross attraction rate of members of CSGBs compared with previous year. The higher the better.
			<i>No data available</i>	

The intermediate objectives 1.3 and 2.2 were excluded from the measurement process

Table 5: Presentation of the quantitative performance indicators measuring the operational goals of Community sport governing bodies (CSGBs)

	Operational goals	Quantitative performance indicators	Justification of the indicators		
Communication and image dimension	Image	3.1. To spread a positive image of their sport in the media to the audience	<i>No data available</i>		
		3.2. To spread a positive image of their sport to members	Percentage of promotion expenditure in comparison with the expenditure intended for members		
	Communication	3.3. To improve the spread of the internal communication to members and clubs	Percentage of members receiving information (available for 19 CSGBs) Expenditure on spreading information per member	The higher the expenditure in comparison with total expenditure, the more the CSGB invests in promotion. The more members receive information, the more a CSGB communicates with its members The more a CSGB spends to spread information, the more members are informed about the CSGB	
		3.4. To improve the follow-up of internal communication to members	The average frequency of information received by members (available for 21 CSGBs)	The less time there is between sending two pieces of information, the more recent it is.	
Finance dimension	Financial resources management	4.1. To obtain financial resources	Grants per member	Grants are the main financial resources of CSGBs. The more they are able to obtain grants per member, the greater their ability to obtain financial resources.	
		4.2. To manage financial expenditure	Financial return for members	The more CSGBs spend for their members, the more they are able to manage their financial expenditure.	
	Financial survival	4.3. To manage their self-financing capacity	Percentage of the total expenditure covered by non-grant financial resources	Measures the ability of CSGBs to reimburse their debts without grants.	
		4.4. To manage their financial independence from public authorities	Percentage of private financial resources in comparison with grants	Measures the independence of CSGBs from public funds. The more CSGBs receive private funds in comparison with grants, the more they are independent.	
Organization dimension	Skills of the staff	5.1. To improve administrative and sport paid staff skills	Average qualification of administrative and sport paid staff. Average experience of administrative and sport paid staff	The higher the qualification of the staff, the higher their skills (combined with experience). The higher the experience of the staff, the higher their skills (combined with qualification).	
		5.2. To improve volunteer skills	<i>No data available</i>		
	Internal functioning	5.3. To improve headquarter internal functioning	<i>No data available</i>		
		5.4. To improve headquarter organizational atmosphere	Paid staff turnover over two years		The greater the turnover the more the atmosphere within the headquarters becomes uncertain or has to be reconstructed the following year.
			Board turnover over two years (available for 24 CSGBs)		The greater the turnover the more the atmosphere of the board becomes uncertain or has to be reconstructed the following year.

Table 6: Cronbach Alpha test for consistency

Dimensions	α_1 / α_2	Sub dimensions	α_1 / α_2	Strategic objectives and operational goals (objectives)
Sport dimension	0.376 ¹	Elite sport	0.653 ¹	1.1. To obtain international sport results
	-0.093 ²		0.664 ²	1.2. To increase athletes' participation in international competition
		Sport for all		1.4. To increase sport activities for members
Customer dimension	0.705 ¹	Sport values		2.1. To sustain sport values in society
	0.663 ²	Development of members		2.3. To attract members
Communication and image dimension	0.518 ¹	Image		3.1. To spread a positive image of their sport to members
	0.657 ²	Communication	-3.811 ¹	3.2. To improve the spread of internal communication to members and clubs
			-21.865 ²	3.3. To improve the follow-up of internal communication to members
Finance dimension		Financial resources management	0.573 ¹	4.1. To obtain financial resources
	-3.296 ¹		0.763 ²	4.2. To manage financial expenditure
	-4.884 ²	Financial survival	0.970 ¹	4.3. To manage their self-financing capacity
			0.982 ²	4.4. To manage their financial independence from public authorities
Organization dimension	0.146 ¹	Skills of the staff		5.1. To improve administrative and sport paid staff skills
	0.477 ²	Internal functioning		5.4. To improve headquarter organizational atmosphere

¹ The Cronbach Alphas for all 56 Community sport governing bodies in 2005

² The Cronbach Alphas for Olympic sport governing bodies (n=27) in 2005

Table 7: Performance scores of the strategic objectives of the 27 Olympic sport governing bodies

	Dimensions			
	Year 2005	Customer	Elite sport	Sport for all
Cluster M1				
Yachting		3.41	3.03	5.22*
Canoe		3.48	3.02	4.91*
Weightlifting/ power lifting		2.70	3.70	4.48
Clay shooting		3.85	4.99*	5.32*
Shooting		1.45	5.66*	3.25
Triathlon		3.87	2.42	8.45*
Volley-ball		4.33	3.07	6.97*
Wrestling		4.76	0.28	7.70*
Baseball		2.13	0.00	5.09*
Cluster M2				
Handball		6.90*	2.99	6.85*
Ice-skating		6.35*	2.03	6.91*
Gymnastic		6.27*	2.81	4.44
Basketball		7.37*	2.50	4.36
Ski		8.57*	2.64	4.66
Cluster M3				
Judo		3.33	6.58*	7.56*
Cycling		5.32*	5.90*	7.48*
Handisport		6.73*	8.30*	9.51*
Swimming		4.68	8.36*	5.99*
Table tennis		3.83	8.25*	4.64
Tennis		5.96*	9.17*	4.38
Taekwon Do		5.33*	7.67*	3.57
Badminton		6.71*	7.22*	6.58*
Archery		6.50*	7.08*	5.86*
Athletics		7.38*	7.60*	6.77*
Rowing		6.68*	5.69*	4.99*
Fencing		7.34*	6.57*	4.10
Horse riding		8.18*	5.74*	5.46*
Thresholds: means of the scores of the 56 CSGBs				
		5.01	4.27	4.85

* Performance score greater than the mean: high achievement

Table 8: Performance scores of the operational goals of the 27 Olympic sport governing bodies

	Dimensions Year 2005	Communication and image	Financial resources management	Financial Survival	Organization
Cluster S1					
Athletics		6.08*	6.25*	3.44	4.30*
Swimming		6.95*	5.73*	3.23	4.71*
Archery		5.86*	7.92*	2.19	3.85
Yachting		7.15*	5.62*	1.88	2.42
Handball		5.39*	6.04*	4.58	5.67*
Table tennis		5.45*	4.58	5.31*	5.61*
Clay shooting		3.15	5.52*	6.46*	6.96*
Cluster S2					
Triathlon		2.00	8.96*	2.29	3.83
Fencing		2.20	7.92*	1.35	3.85
Wrestling		0.00	9.27*	0.42	1.98
Judo		0.00	4.58	6.35*	2.33
Ski		0.00	6.25*	5.21*	4.18*
Badminton		3.40	6.35*	4.79	3.32
Taekwon Do		2.81	6.35*	3.65	3.90
Handisport		3.02	9.90*	5.10*	3.27
Cluster S3					
Tennis		8.03*	4.06	8.44*	3.62
Cycling		8.45*	5.73*	8.23*	2.79
Volley-ball		5.94*	3.12	7.71*	4.68*
Shooting		7.38*	2.92	7.19*	4.83*
Gymnastic		7.43*	2.19	5.62*	4.52*
Horse riding		5.19*	1.77	9.79*	1.06
Excluded due to missing data					
Rowing		0.00	8.23*	0.10	
Canoe		0.00	9.06*	0.10	
Basketball					3.43
Baseball		0.00			5.37*
Weightlifting/ power lifting		3.30	5.10*	0.94	
Ice-skating		0.00	8.12*	0.73	
Thresholds: means of the scores of the 56 CSGBs					
		3.93	5.00	5.00	4.02

* Performance score greater than the mean: high achievement

Table 9: Correlational relationship of the strategic objectives of Olympic sport governing bodies

Pearson correlation Sig. (2-tailed)	Customer	Elite sport	Sport for all
Customer	1		
	0.2		
Elite sport	0.318	1	
	0.102	-0.051	
Sport for all	0.612	0.802	1

Table 10: Correlational relationship of the operational goals of Olympic sport governing bodies

Pearson correlation Sig. (2-tailed)	Communication and image	Financial resources management	Financial survival	Organization
Communication and image	1			
Financial resources management	-0.602** 0.001	1		
Financial survival	0.543** 0.005	-0.73** 0.000	1	
Organization	0.074 0.745	-0.086 0.712	0.008 0.973	1

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

Table 11: Correlational relationship between the strategic objectives and the operational goals of Olympic sport governing bodies

Pearson correlation Sig. (2-tailed)	Customer	Elite sport	Sport for all
Communication and image	0.003 0.990	0.427* 0.03	-0.14 0.495
Financial resources management	0.138 0.509	-0.137 0.513	0.431* 0.031
Financial survival	0.071 0.734	0.341 0.095	-0.005 0.981
Organization	-0.276 0.202	-0.02 0.927	-0.274 0.207

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

Table 12: Priorities of 13 Olympic sport governing bodies

Dimensions and objectives of the organizational performance		Athletics	Triathlon	Gymnastic	Swimming	Canoe	Handball	Table tennis	Baseball	Taekwon Do	Horse riding	Ice-skating	Archery	Handisport	Most significant		Least significant			
		1	2	3	4	5	0	1	2	3	4	5	0	1	2	3	4	5	0	
Sport		1	1	1	2	1	1	1	1	1	3	2	1	1	10	2	1	0	0	0
Customer		3	5	2	5	4	3	5	5	3	5	5	3	5	0	1	4	1	7	0
Communication and image		4	3	4	1	3	4	2	2	2	1	1	4	2	3	4	2	4	0	0
Finance		2	2	3	3	2	2	3	4	4	2	3	2	3	0	6	5	2	0	0
Organization		5	4	5	4	5	5	4	3	5	4	4	5	4	0	0	1	6	6	0
Sport	1.1. To obtain international sport results	1	1	1	1	4	1	2	3	2	3	3	3	4	5	2	4	2	0	
	1.2. To increase athletes' participation in international competition	2	3	2	2	3	3	1	2	1	4	2	2	3	2	6	4	1	0	
	1.3. To improve sport services to athletes	3	4	4	3	1	2	3	4	3	2	1	4	2	2	3	4	4	0	
	1.4. To increase sport activities for members	4	2	3	4	2	4	4	1	4	1	4	1	1	4	2	1	6	0	
Customer	2.1. To sustain sport values in society	4	0	4	2	4	3	2	4	0	1	4	0	3	1	2	2	5	3	
	2.2. To improve non sport services provided to members	3	0	3	3	3	4	4	3	3	4	3	1	4	1	0	7	4	1	
	2.3. To attract members	1	0	1	4	2	1	3	1	1	2	1	0	1	7	2	1	1	2	
	2.4. To develop members' loyalty	2	0	2	1	1	2	1	2	2	3	2	0	2	3	7	1	0	2	
Communication and image	3.1. To spread a positive image of their sport in the media	1	2	3	2	3	2	1	2	2	2	1	0	3	3	6	3	0	1	
	3.2. To spread a positive image of their sport to members	2	4	2	4	4	1	2	3	1	1	4	3	4	3	3	2	5	0	
	3.3. To improve the spread of internal communication to members and clubs	4	1	4	3	2	4	4	4	4	4	3	1	1	3	1	2	7	0	
	3.4. To improve the follow-up of internal communication to members	3	3	1	1	1	3	3	1	3	3	2	2	2	4	3	6	0	0	
Finance	4.1. To obtain financial resources	4	1	1	2	1	1	3	4	2	4	1	2	1	6	3	1	3	0	
	4.2. To manage financial expenditure	3	3	2	4	3	2	2	1	3	1	3	1	4	3	3	5	2	0	
	4.3. To manage their self-financing capacity	2	4	4	3	0	4	4	2	4	3	4	4	3	0	2	3	7	1	
	4.4. To manage their financial independence from public authorities	1	2	3	1	2	3	1	3	1	2	2	3	2	4	5	4	0	0	
Organization	5.1. To improve the administrative and sport paid staff skills	1	1	2	1	0	1	4	3	1	2	2	3	1	6	3	2	1	1	
	5.2. To improve the volunteer skills	3	2	3	2	0	2	1	2	3	3	3	2	3	1	5	6	0	1	
	5.3. To improve the headquarter internal functioning	2	3	1	3	1	3	3	1	2	1	1	1	2	6	3	4	0	0	
	5.4. To improve the headquarter organizational atmosphere	4	4	4	4	0	4	2	4	4	4	0	0	4	0	1	0	9	3	

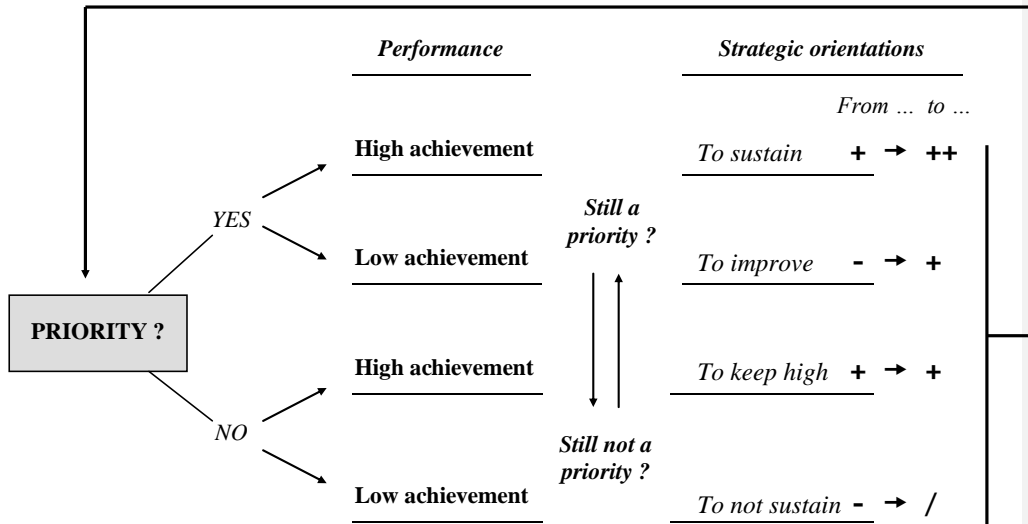


Figure 1: Strategic orientations for sport governing bodies according to their priorities and performance