

No Plan B: the Achilles heel of high performance sport management

BOSTOCK, James, CROWTHER, Philip <<http://orcid.org/0000-0002-0124-4547>>, RIDLEY-DUFF, Rory <<http://orcid.org/0000-0002-5560-6312>> and BREESE, Richard

Available from Sheffield Hallam University Research Archive (SHURA) at:
<http://shura.shu.ac.uk/16087/>

This document is the author deposited version. You are advised to consult the publisher's version if you wish to cite from it.

Published version

BOSTOCK, James, CROWTHER, Philip, RIDLEY-DUFF, Rory and BREESE, Richard (2017). No Plan B: the Achilles heel of high performance sport management. *European Sport Management Quarterly*, 18 (1), 25-46.

Copyright and re-use policy

See <http://shura.shu.ac.uk/information.html>

Table 4. Repositioning responses and implications

Literature	NGB Response	Implications	Voice from the NGBs
Theme 1 - Changing how the sport is viewed			
Rebuilding trust stakeholders (Lohrke, Bedeian, & Palmer, 2004)	Rebranding the organisation to promote changes and demonstrate 'improvements' are for the better	Employees coalesced around rebranding due to the needs of turnaround	<i>"We had some funding right up to the commonwealths. I think they were determined to do well to prove their credibility, especially after all the criticism from UK Sport, it's all filtered down and they have sorted the association out really and rebranded it."</i> (Athlete, NGB 1)
Marketing activities (Beeri, 2009)	Attempts to treat members more like 'customers'	Consequences of shift from 'association logic' to 'consumer logic'	<i>"Sports generally have looked at people that play their sport as players or members potentially instead of customers that are making a decision on "Do I play your sport or do I go to the cinema or do I go out with my mates or do I sit in front of the telly? What do I do?" you know. So that's a real change in tack for a lot of sports and one that some have grasped and others haven't."</i> (CEO, NGB 2)
Theme 2 - The creation of new strategic alliances and partnerships			
Attempts to reach out to new consumers (Beeri, 2009)	Sport attempting to make transitions between and within sports more transparent for athletes	Inherently difficult as all sports are in competition for athletes	<i>"We get some rugby players, and we get football players that don't like their sports anymore. We get everyone and they play [the sport] because its fun, it's not necessarily because they see a future in the sport straight away. That is what we have done is try and show them there is potential to progress."</i> (Performance manager, NGB 2)
Improve internal and external image (Boyne, 2004)	Strategy of horizontal and vertical integration within and between sports' development pathway	Strategy limited due to the resource requirement and accessibility to other sports	<i>"You know all the clubs are there, what they're finding is they're going around and sort of speaking to the guys who might have gone up to the rugby league or the rugby union or the girls that have gone to netball or the basketball guys so they say have you been selected you know maybe if not you want could come and use your skills and play our sport."</i> (CEO, NGB 2)
Entered into joint activities (Beeri, 2009)	Building strategic alliances with opportunities to co-fund capital projects and job-share services	Need to develop a synergetic relationship. One partner may be dominant however	<i>"So we have our own identities but with some shared common services. I mean it's a challenge and I think it's a good challenge and I get on very well with the CEO there and we're both up for that challenge, we're both up for seeing how we can reduce our own overheads by sharing resources."</i> (CEO, NGB1)