

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

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Table 2. Retrenchment responses and implications

Literature	NGB Response	Implications	Voice from the NGBs
Theme 1 - Reducing the Scope and Size of the Sport			
Exit from markets (Boyne, 2004)	Cancellation of centralised elite programme	Inability of sport to compete or re-engage with <i>No Compromise</i> framework	<i>"I just hope we haven't lost them, but I fear we've lost far more than I would like. If there's nothing for them to target or to aspire to... I have 28 [athletes], men and women who no longer have anything to aspire to... We have gone back 25 years. We've gone backwards."</i> (CEO, NGB 3)
Eliminated services (Beerli, 2009)	Termination of financial support for individual elite athletes at all levels	Breakdown of relationship with elite athletes	<i>"It's not a very professional setup. That's the key thing, the further we move away from that Olympic team we are pretty much going to have start all over again, and most of the guys are either not going to want to do it anymore."</i> (Athlete, NGB 3)
	Reduced and hampered communication flow		<i>"I think the only communication that we had was from the programme director saying guys, the funding has been cut but we will be appealing it and that was it."</i> (Athlete, NGB 3)
Liquidated assets to raise capital (Beerli, 2009)	Selling non-current assets e.g., fixtures and fittings	Perceived short term necessity compromises strategic goals	<i>"We've got to pay bills. We'll get 10 grand because some company is buying it, but it's a bit of a nightmare selling your only bloody asset, but needs must."</i> (CEO, NGB 2)
Reducing staff (redundancies) (Walshe, Harvey, Hyde, & Pandit, 2004)	Staff redundancies at varied levels	Loss of skills, expertise, and organisational memory leading to a de-professionalisation of the NGB	<i>"You had assistant coaches who were UK based - those staff immediately left. All of a sudden you couldn't have a national squad anymore because you didn't have any coaches; you had no one to lead it."</i> (Performance, NGB 2)
Theme 2 - Compromising elite performance pathways			
Reduction in scale of operations (Boyne, 2004)	Reduction in support for athletes transferring from junior to senior elite level	Creation of a glass ceiling with obstacles and little incentive for talented athletes to transfer	<i>"There just is no GB activity. So when they hit 18/19 they have to make that decision to take that step aboard, and progress their career. There are no Olympic games ... there is no European Championships ... which we can only enter with funding. Why would they sacrifice their university education for a career when it is clearly just not worth it?"</i> (Athlete, NGB 2)
	Cancellation of attempting to qualify for international events	Inability to qualify for events and return to acceptable performance	<i>"The further we move away from that Olympic team we are pretty much going to have start all over again, and most of the guys are not going to want to do it anymore."</i> (Athlete, NGB 3)
A narrower scope of activity (Behn, 1980)	Termination of operational and administrative support for elite programme	Programmes lack credibility in eyes of stakeholders	<i>"Our head coach left the country immediately. We had to try and qualify for the European's about a month later, the subsequent European's and we knew at that stage that no one was going to get any financial support, you know not even the funding that we were getting, we weren't going to be getting that."</i> (Athlete, NGB 3)
Contract out services to other organisations (Boyne, 2006)	A sudden a need to transfer responsibility for the elite programme to the home nation NGB (England)	The ring-fenced nature of NGB funding restricts their strategic options and signals a shift away from elite programmes and therefore hampers their future engagement with <i>No Compromise</i>	<i>"There was no support from the home nations. They felt they didn't have to commitment anything financial because they had no responsibility towards the programme, so they didn't really put any support behind the team which seemed ridiculous."</i> (Athlete, NGB 3)