

A global sporting arms race

An International Comparison of the elite sport policies and climate in six nations

Denmark, Aarhus, June 4th 2008

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Objectives

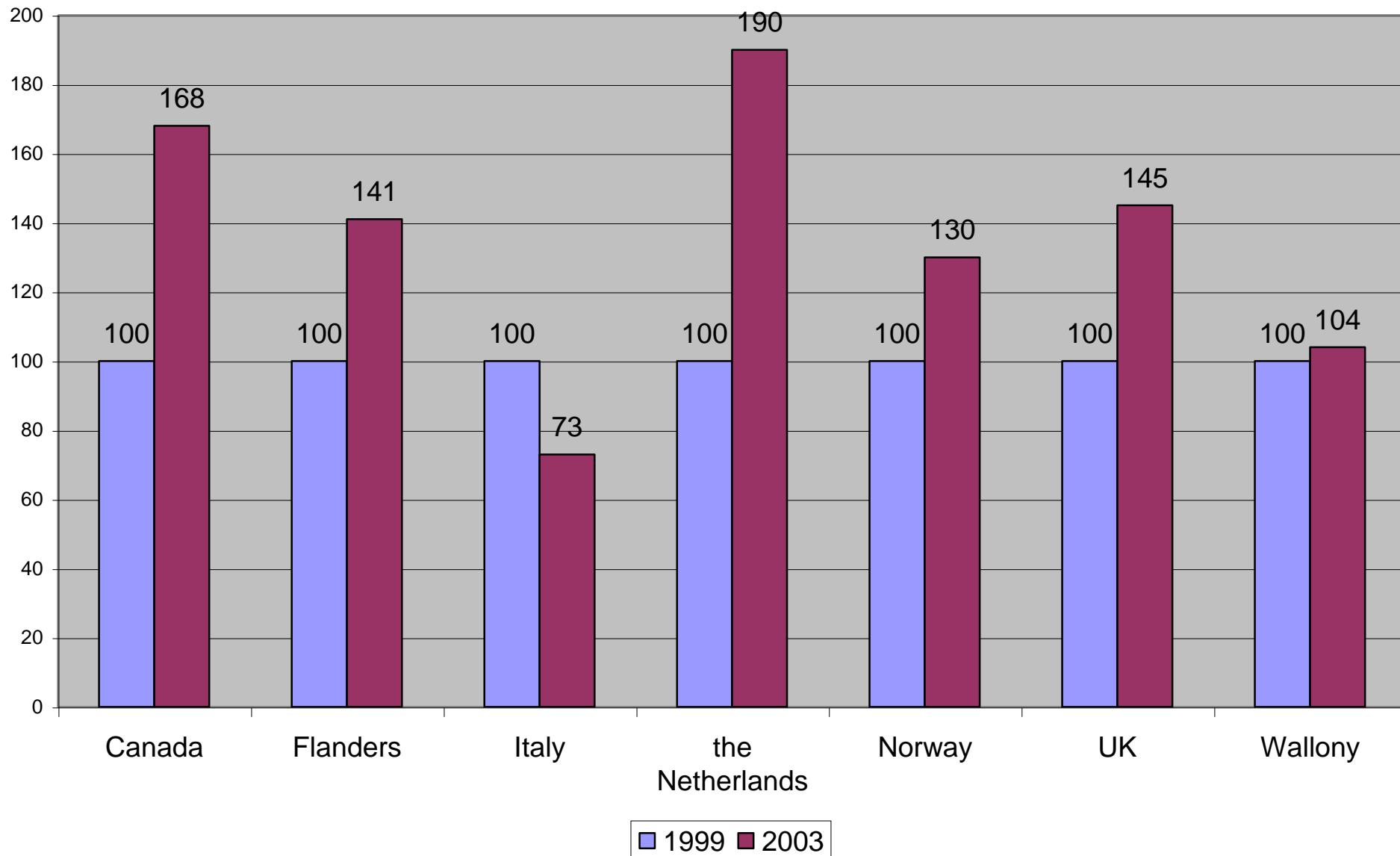
- Why do some nations succeed and others fail in high performance sport?
- What are the most important sports policy factors leading to international sporting success
- What is an efficient elite sports policy?
- How can we determine the competitive position of nations?



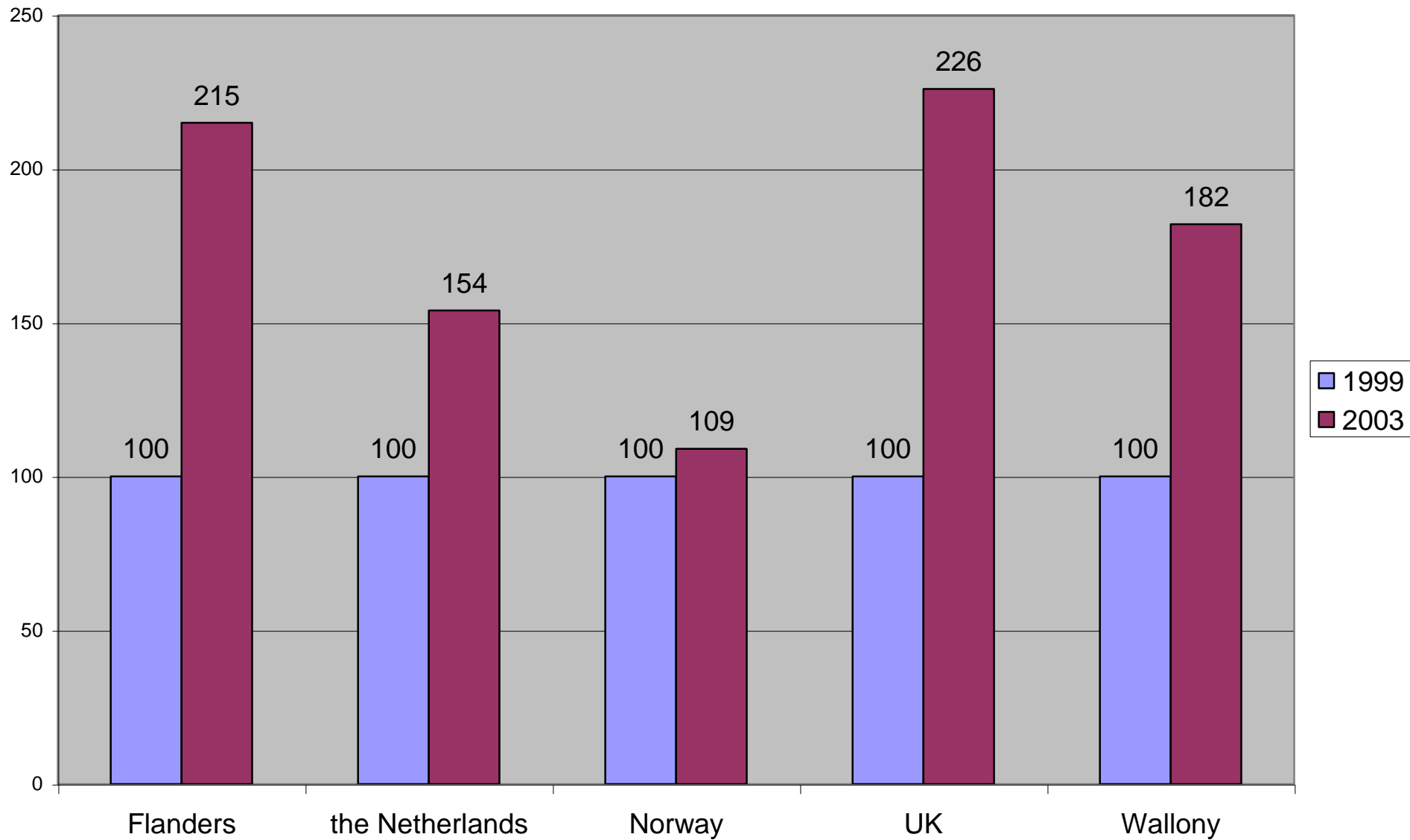
The global sporting Arms Race



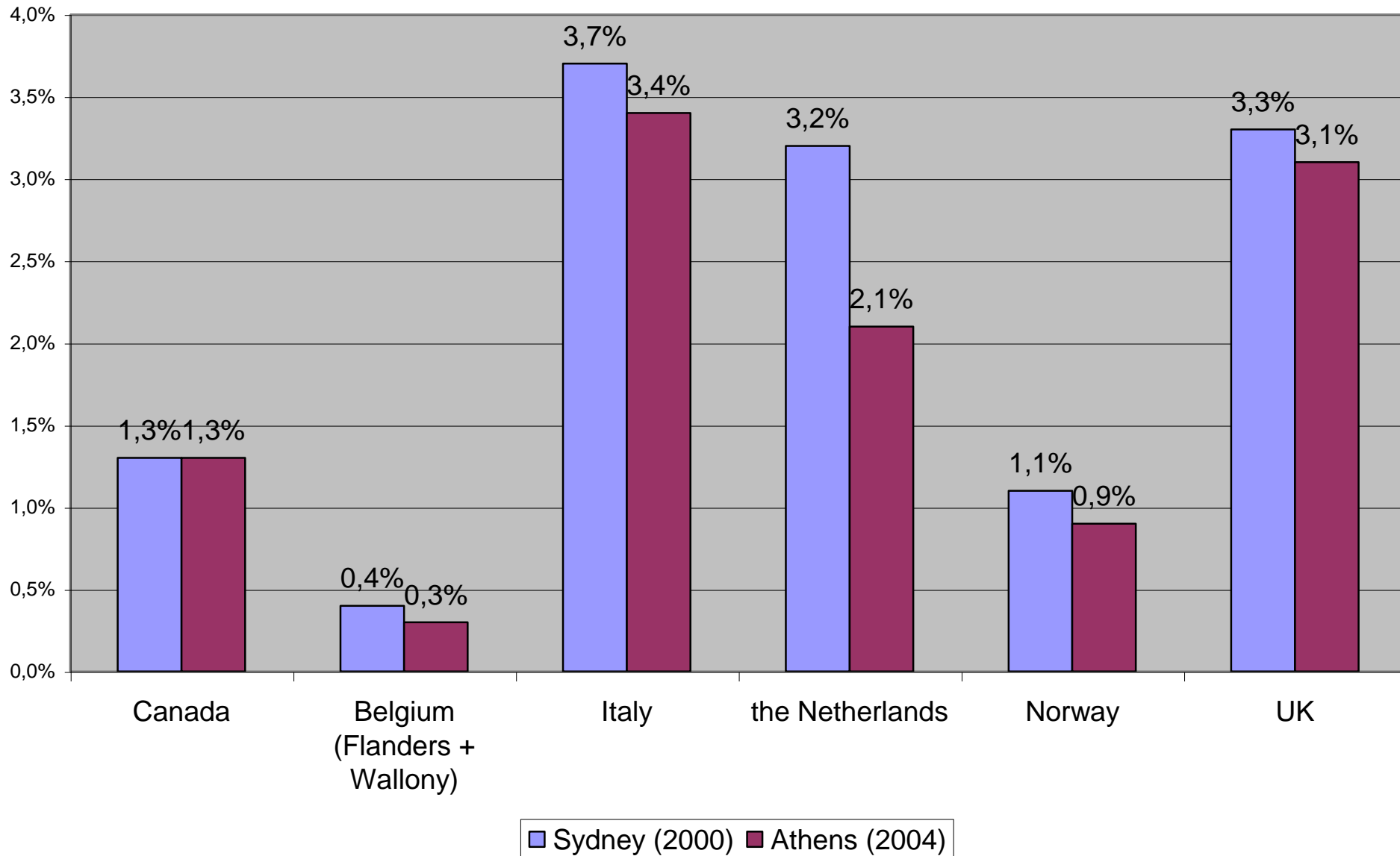
Change in national expenditure on sport 1999-2003



Change in national expenditure on elite sport 1999-2003



Change in marked share 2000-2004 (Olympic Summer Games)



Topsport
is...

Citius
Altius
Fortius



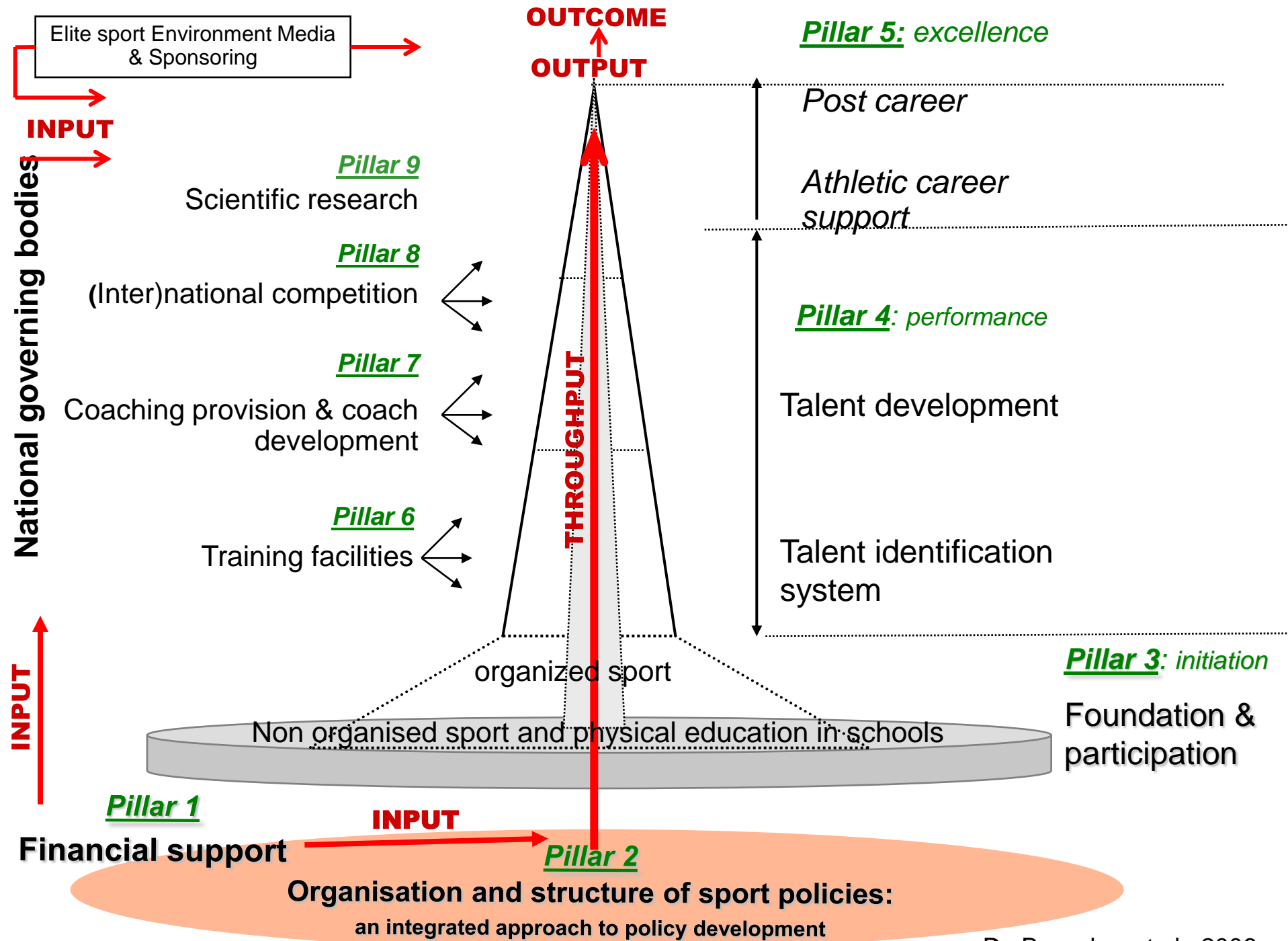
This presentation

- 1) Theoretical model of sports policy factors leading to international sporting success
- 2) Measuring success
- 3) Comparing elite sports policies in 6 nations
- 4) 6 Conclusions



Theoretical model

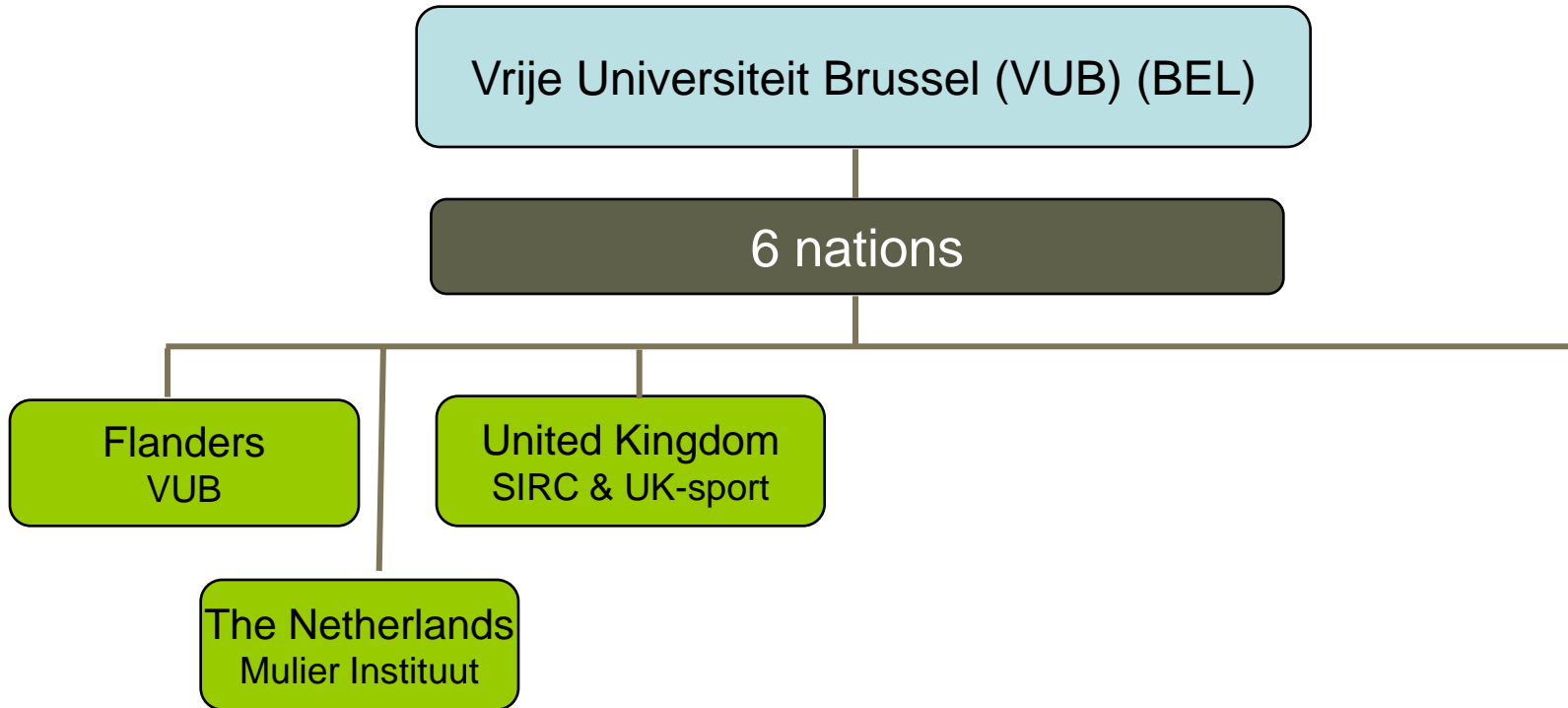
De Bosscher, V., De Knop, P., van Bottenburg, M., Shibli, S. (2006). A conceptual framework for analysing Sports Policy Factors Leading to international sporting success. *European Sport Management Quarterly*, Vol. 6., 2, 185-215



An international comparison of the theoretical model



International comparison in six nations

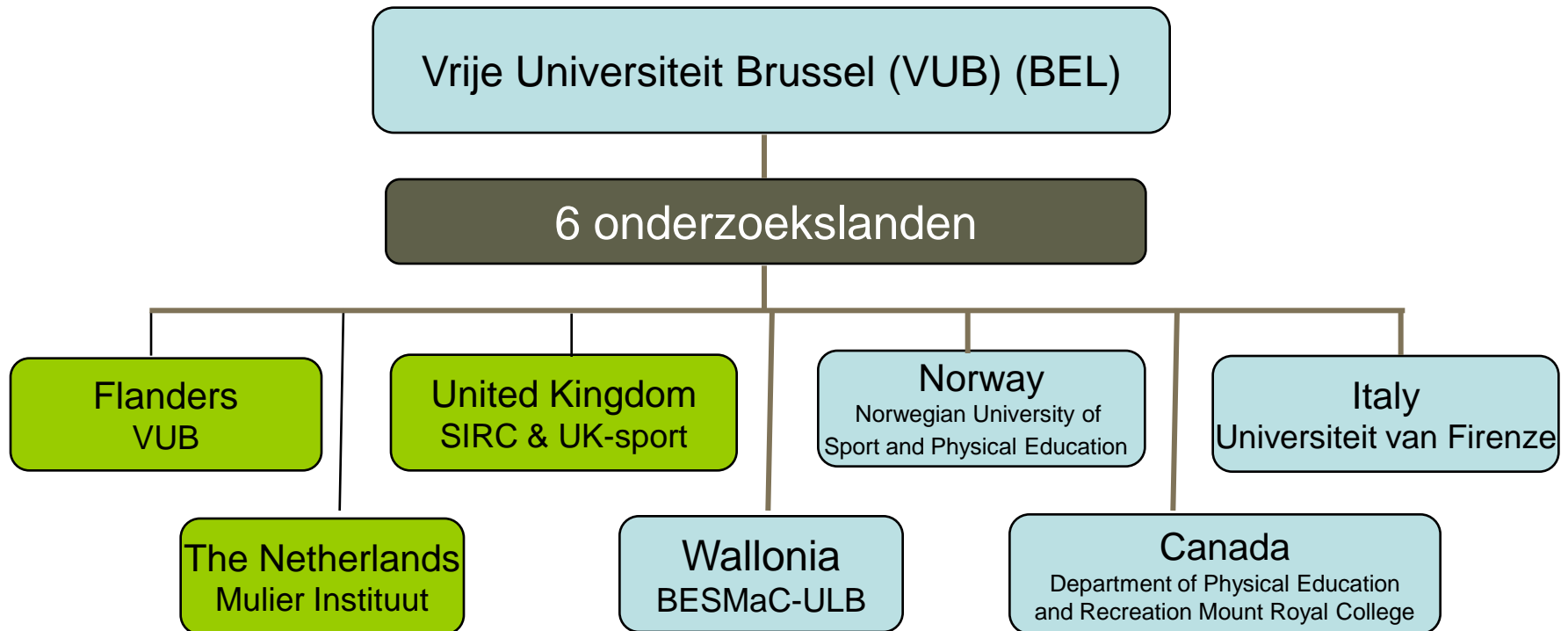


Veerle De Bosscher & Paul De Knop (Flanders)

Maarten van Bottenburg (the Netherlands)

Jerry Bingham, Simon Shibli (United Kingdom)

International comparison in six nations



Alberto Madella⁺ & Lorenzo Di Bello (Italy)

Berit Skirstad & Torkild Veraas, (Norway)

David Legg (Canada)

Luc van de Putte, Thierry Zinz (Wallonia)

SPLISS

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



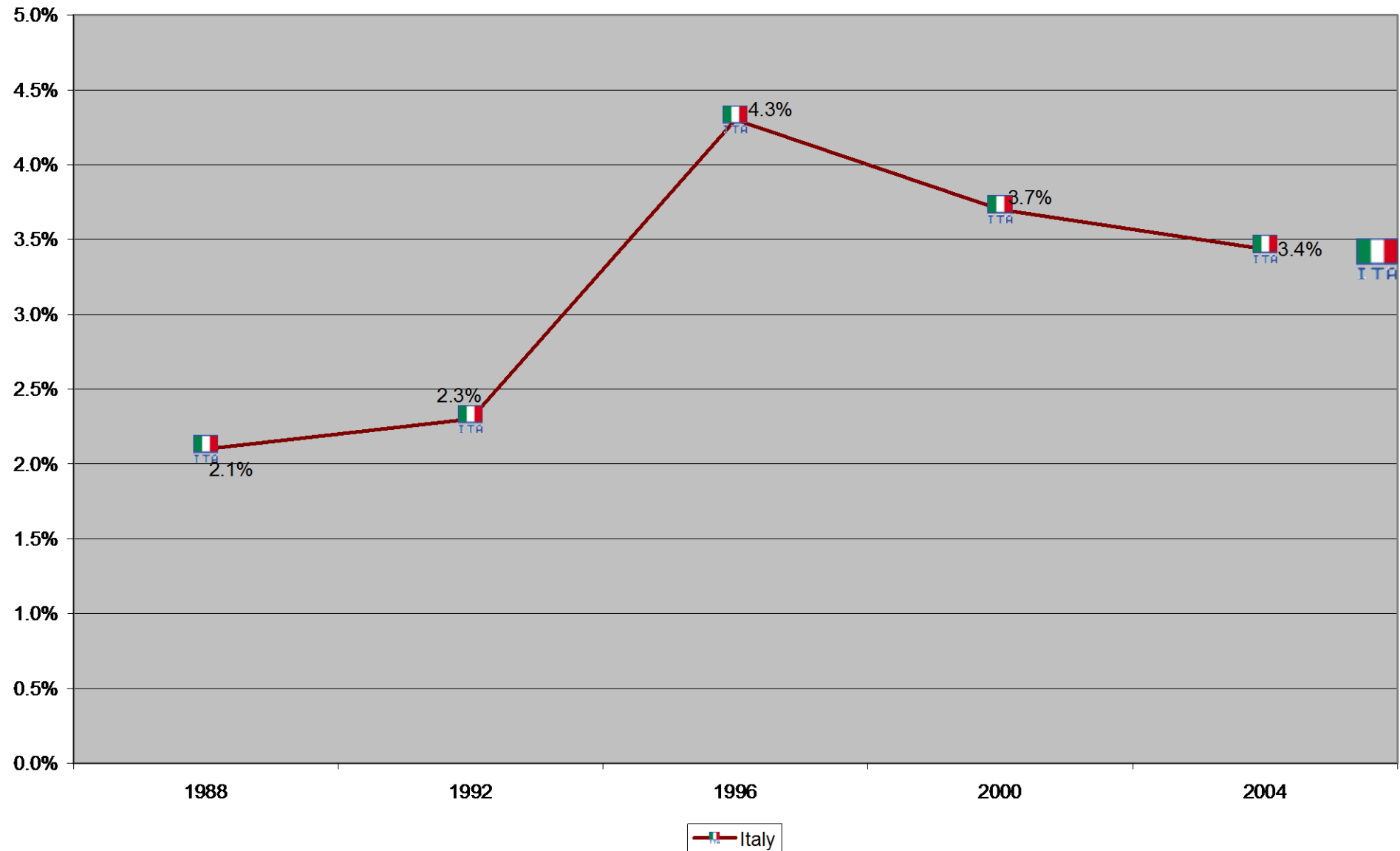
Output

What is success?



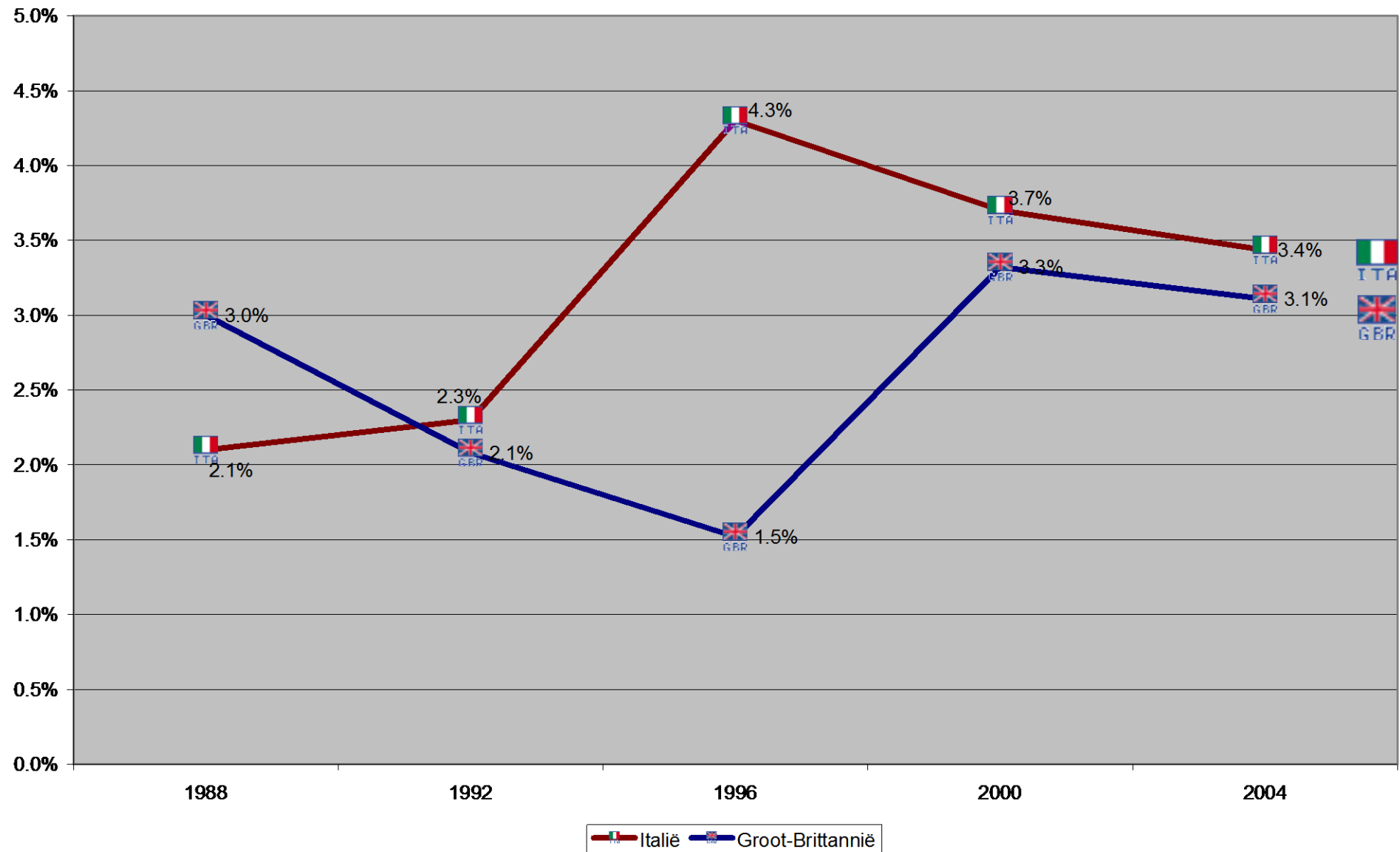
Olympic summer Games: ITALY

Market share (%) 1988 - 2004



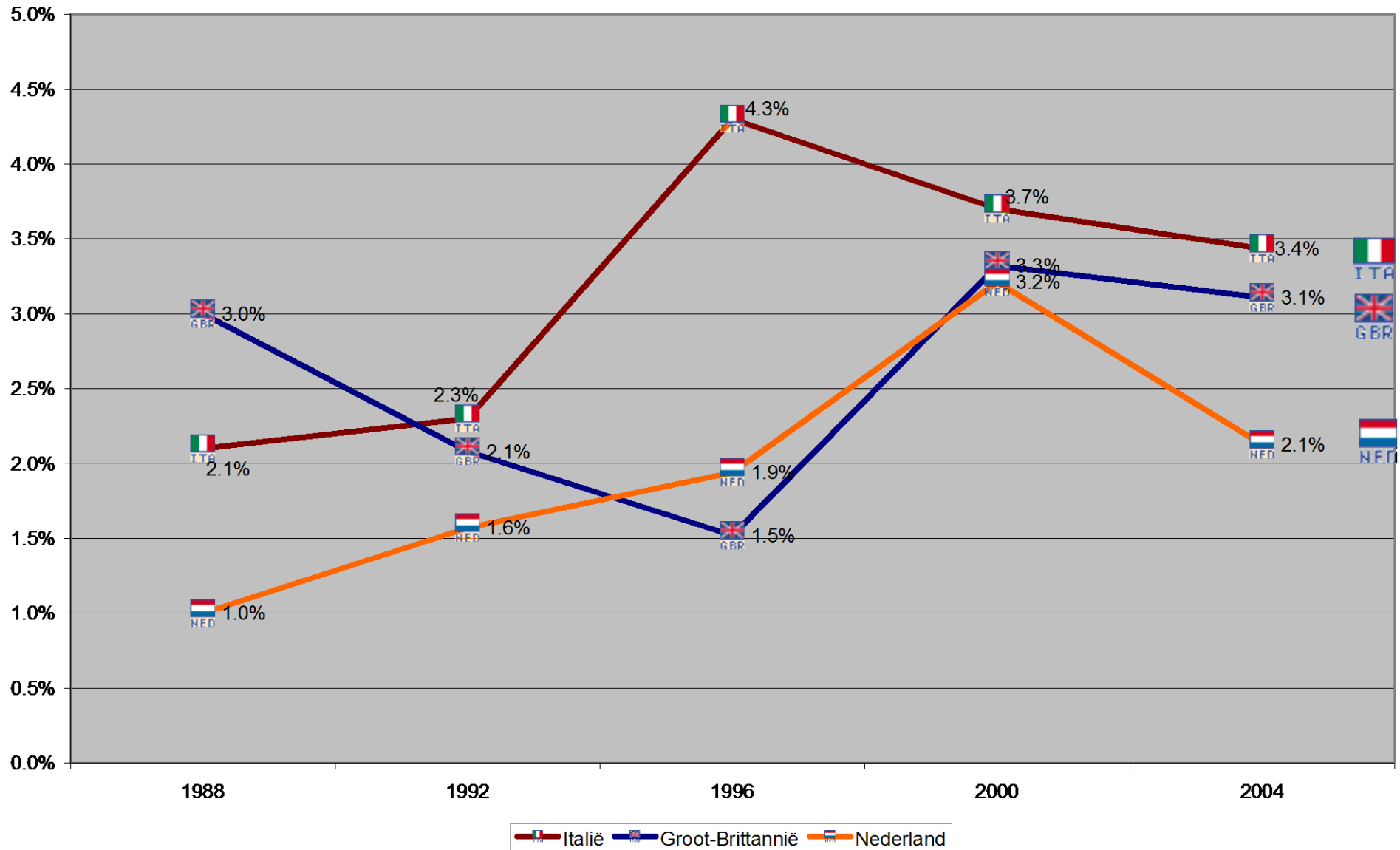
Olympic summer Games: + United Kingdom

Market share (%) 1988 - 2004



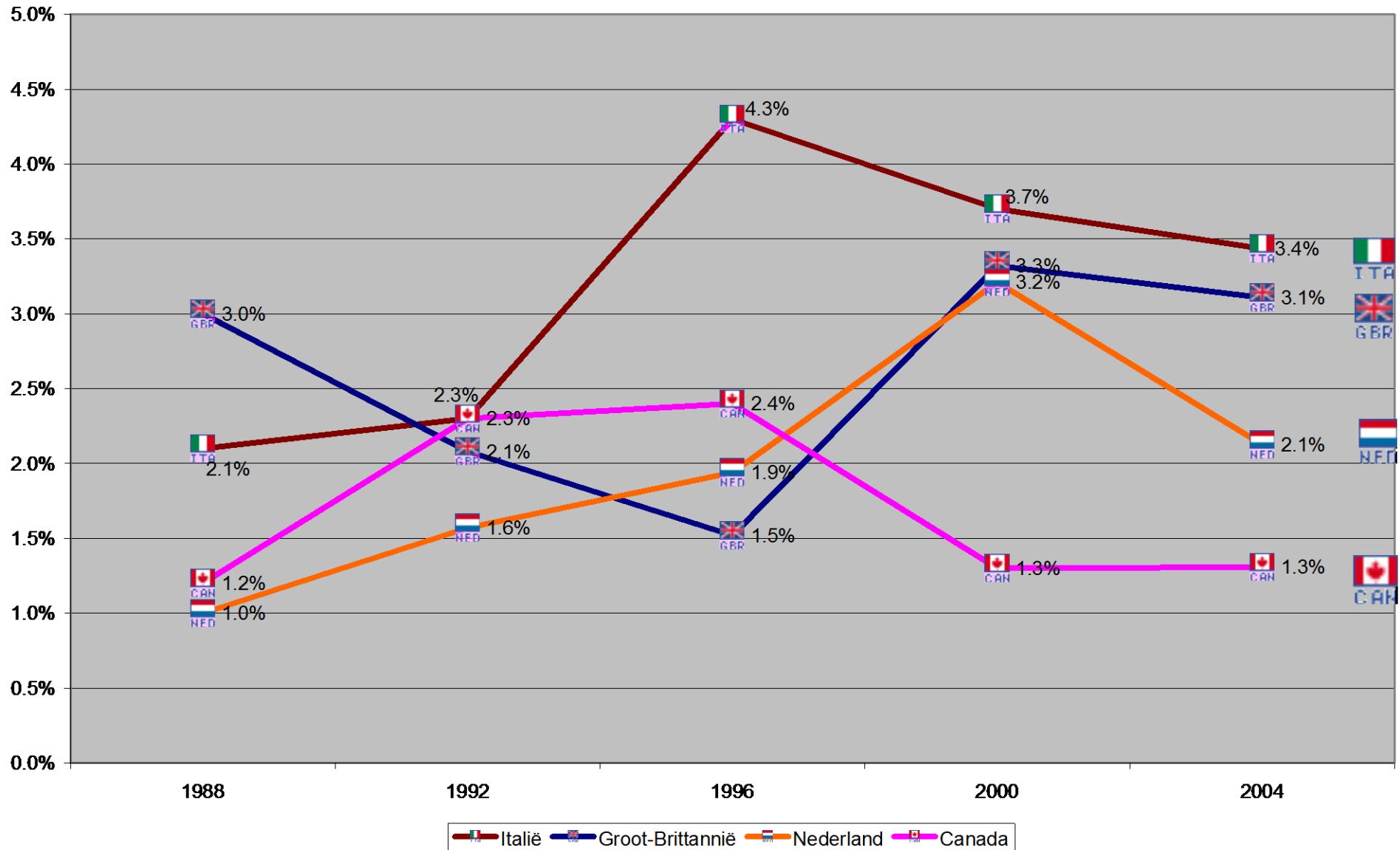
Olympic summer Games : + the Netherlands

Market share (%) 1988 - 2004



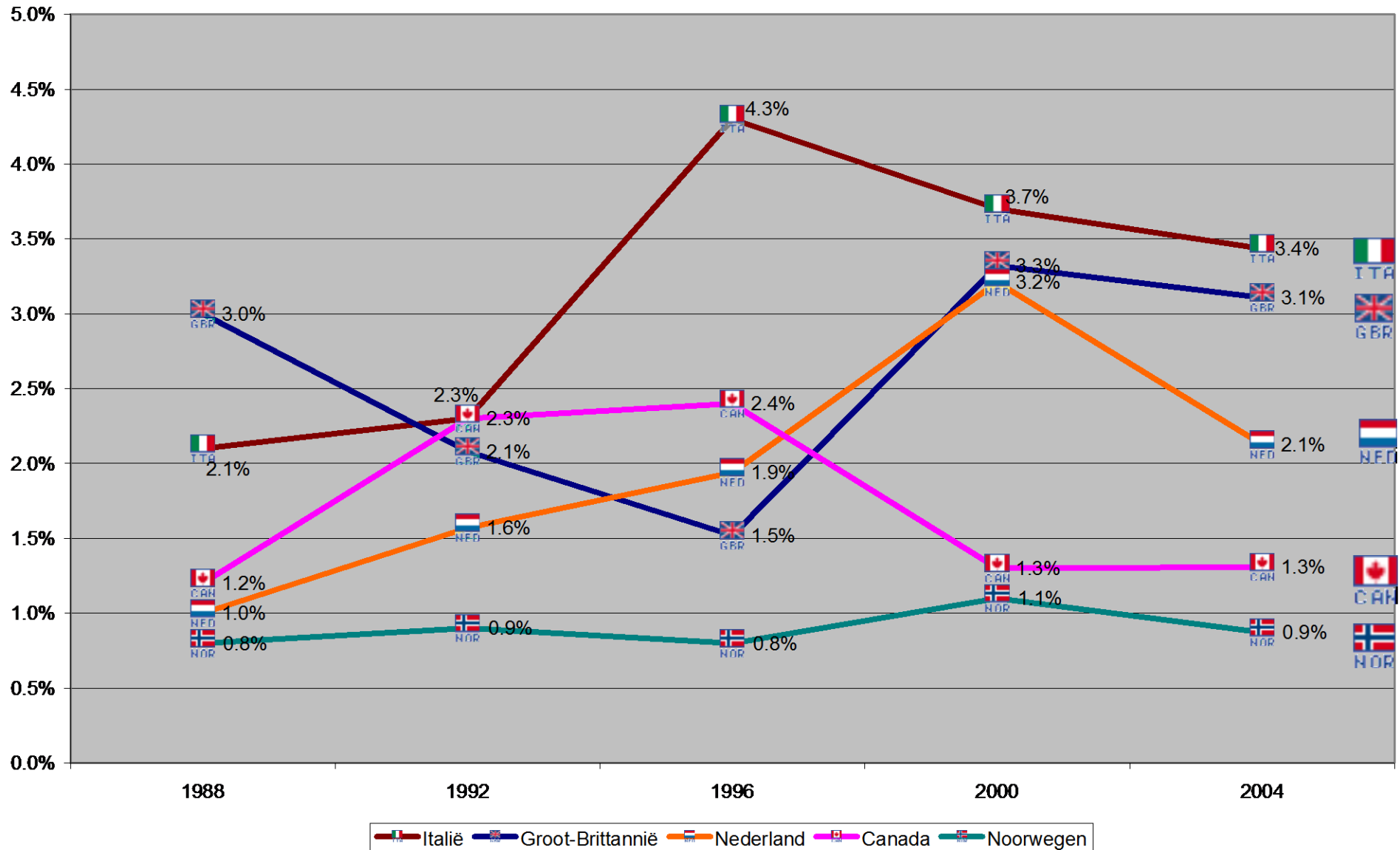
Olympic summer Games : + CANADA

Market share (%) 1988 - 2004



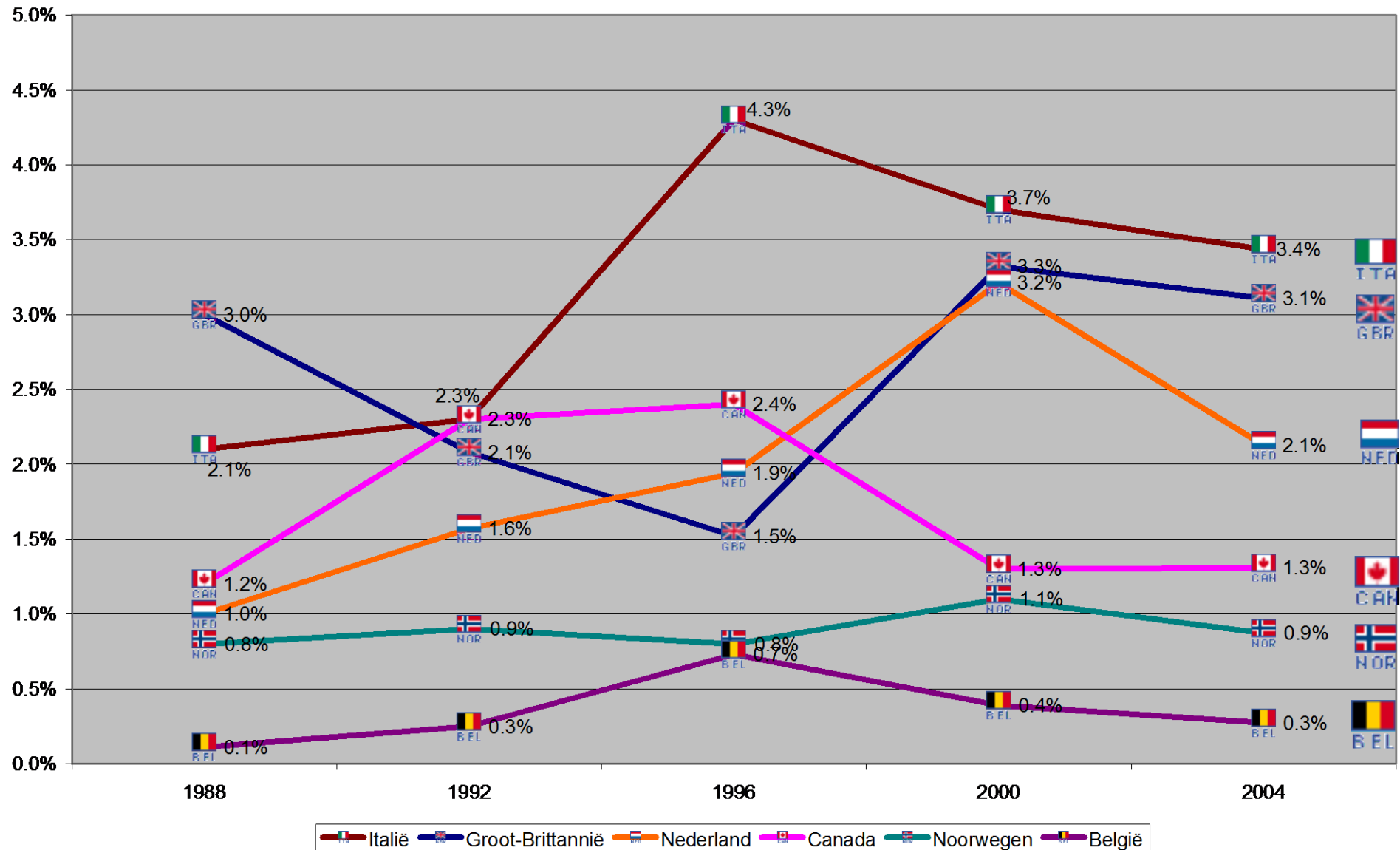
Olympic summer Games: + Norway

Market share (%) 1988 - 2004



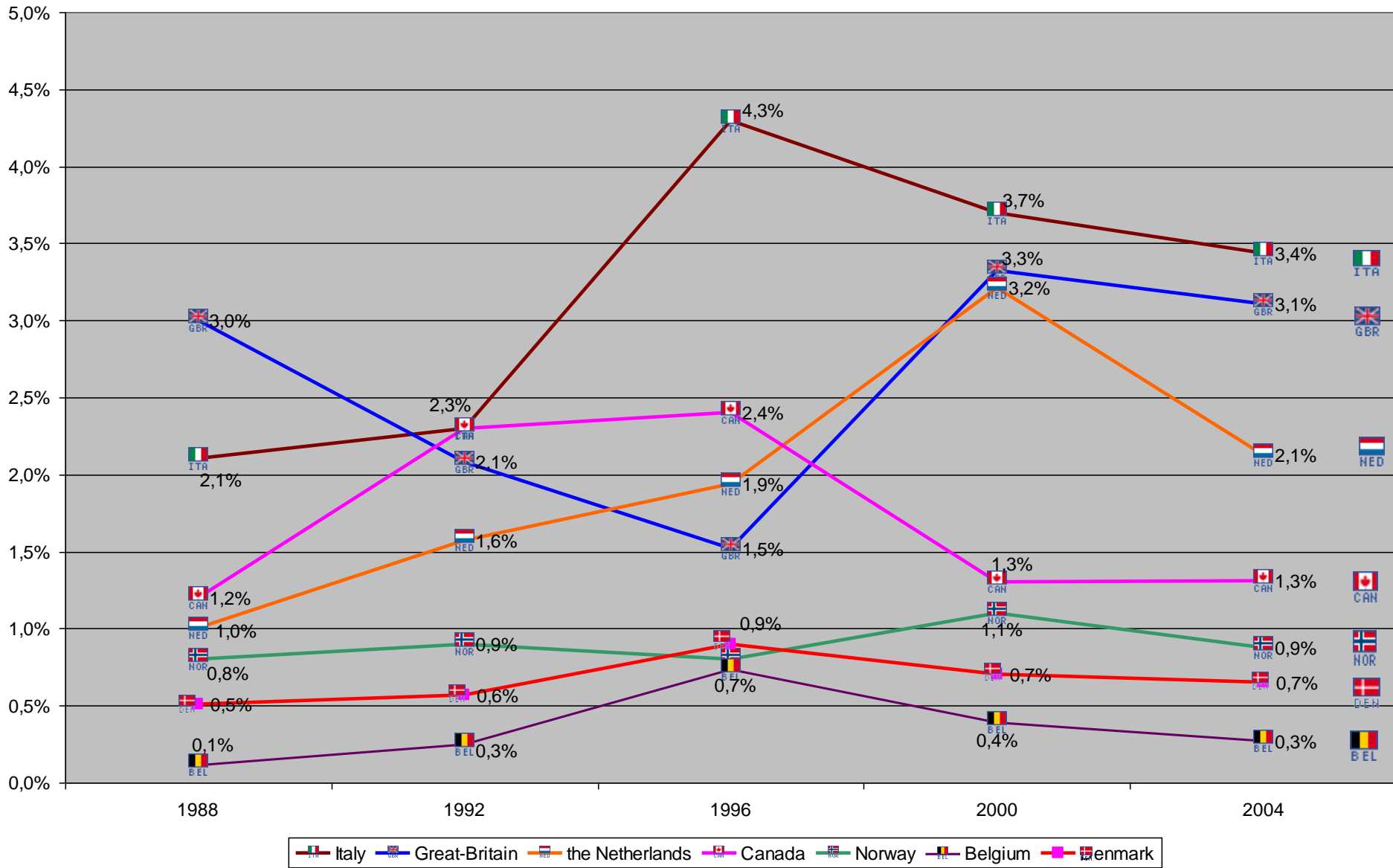
Olympic summer Games: + BELGIUM

Market share (%) 1988 - 2004



Olympic summer Games: + DENMARK

Market share (%) 1988 - 2004



Absolute success: market share

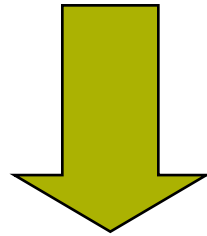
	Market share (%)	
Country	OS Athens	OS Salt Lake
Italy	3.4 (1 st)	
United Kingdom	3.1 (2 nd)	
Netherlands	2.1 (3 th)	
Canada	1.3 (4 th)	
Norway	0.9 (5 th)	
Belgium	0.3 (6 th)	
Denmark	0.7	

Absolute success: market share

	Market share (%)	
Country	OS Athens	OS Salt Lake
Italy	3.4 (1 ^{ste})	5.3 (3 ^{de})
United Kingdom	3.1 (2 ^{de})	0.9 (5 ^{de})
Netherlands	2.1 (3 ^{de})	4.0 (4 ^{de})
Canada	1.3 (4 ^{de})	7.2 (2 ^{de})
Norway	0.9 (5 ^{de})	11.9 (1 ^{ste})
Belgium	0.3 (6 ^{de})	0.0 (6 ^{de})
Denmark	0.7	0.0

Relative success

- Population
- Wealth
- Communism



Determine over 50% of the international success



Relative success

Linear regression (BBP/cap, pop, comm.)

Country	OS Athens	OS Salt Lake
Italy	0.90 (2 ^{de})	9.1 (3 ^{de})
United Kingdom	0.64 (3 ^{de})	-14.4 (5 ^{de})
Netherlands	0.90 (1 ^{ste})	-3.92 (4 ^{de})
Canada	0.04 (5 ^{de})	9.9 (2 ^{de})
Norway	0.48 (4 ^{de})	23.0 (1 ^{ste})
Belgium	-0.93 (6 ^{de})	Not ranked
Denmark	0.23	Not ranked

A little more technical...

Ranking	Country	Exp.	A – B (Residual) (more/less than predicted)	
Medal points (gold=3, silver=2, bronze=1)				
11	Netherlands	2,47	23,22	Positive
13	Italy	2,18	34,16	Positive
19	UK	1,89	26,87	Positive
24	Norway	1,61	6,07	Positive
37	Canada	1,04	0,92	Positive
65	Belgium	-2,53	-7,65	Negative
33	Denmark	0,40	2,5	Positive

Conclusion success

There is not 'one way to measure success'



Policy evaluation in 9 pillars



Data Collection

1. Overall sports policy questionnaire

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



Data Collection

2. Elite sports climate survey

Athletes	Coaches	High performance directors
1090	253	69

- objective and subjective criteria








Developing a scoring system

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

na: data not available; W: weight

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

Total score: "traffic light"

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

A score for over 100 indicators on 9 pillars



Results

Results



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

Results



Pillar

ITA

UK

NED

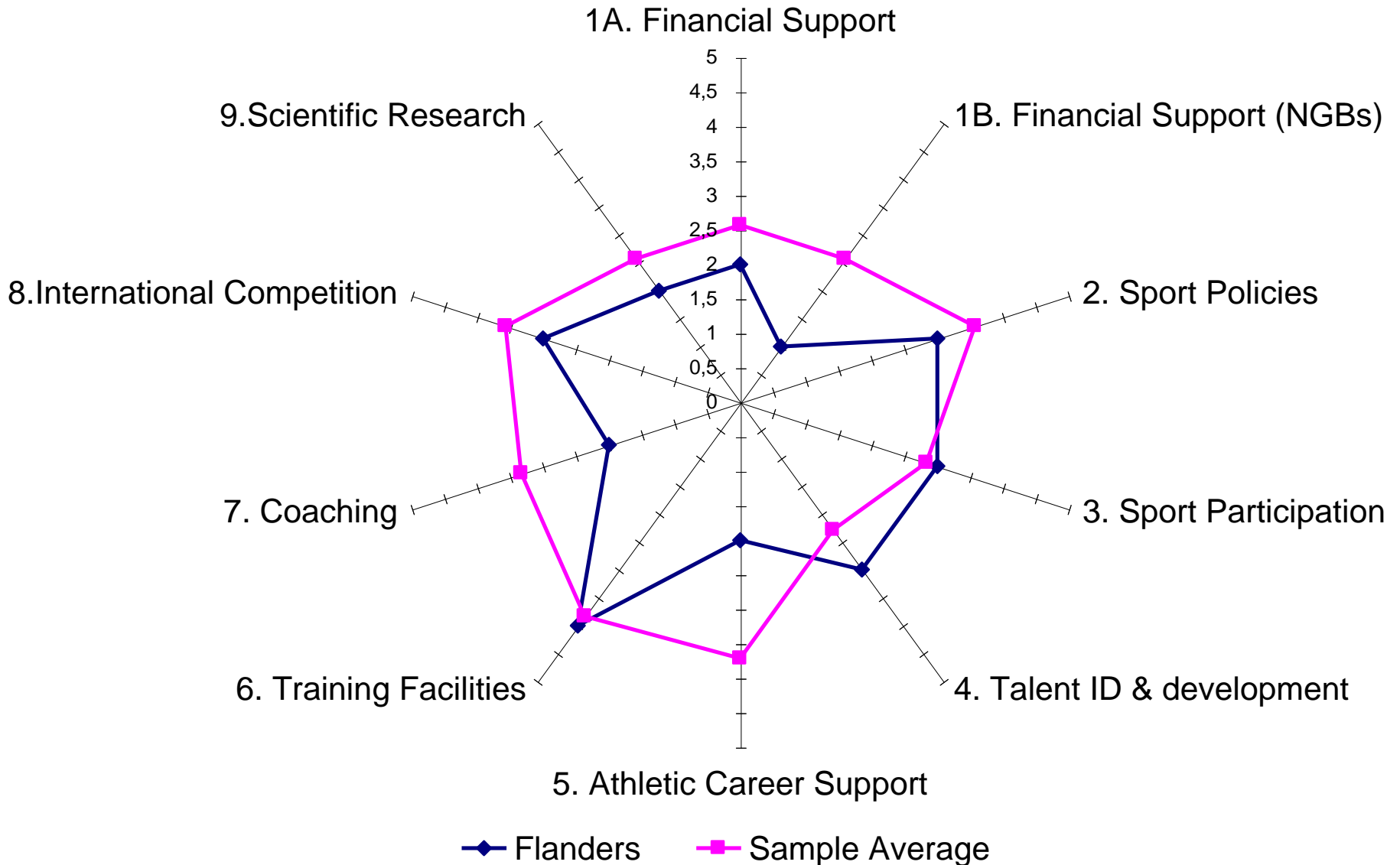
CAN

NOR

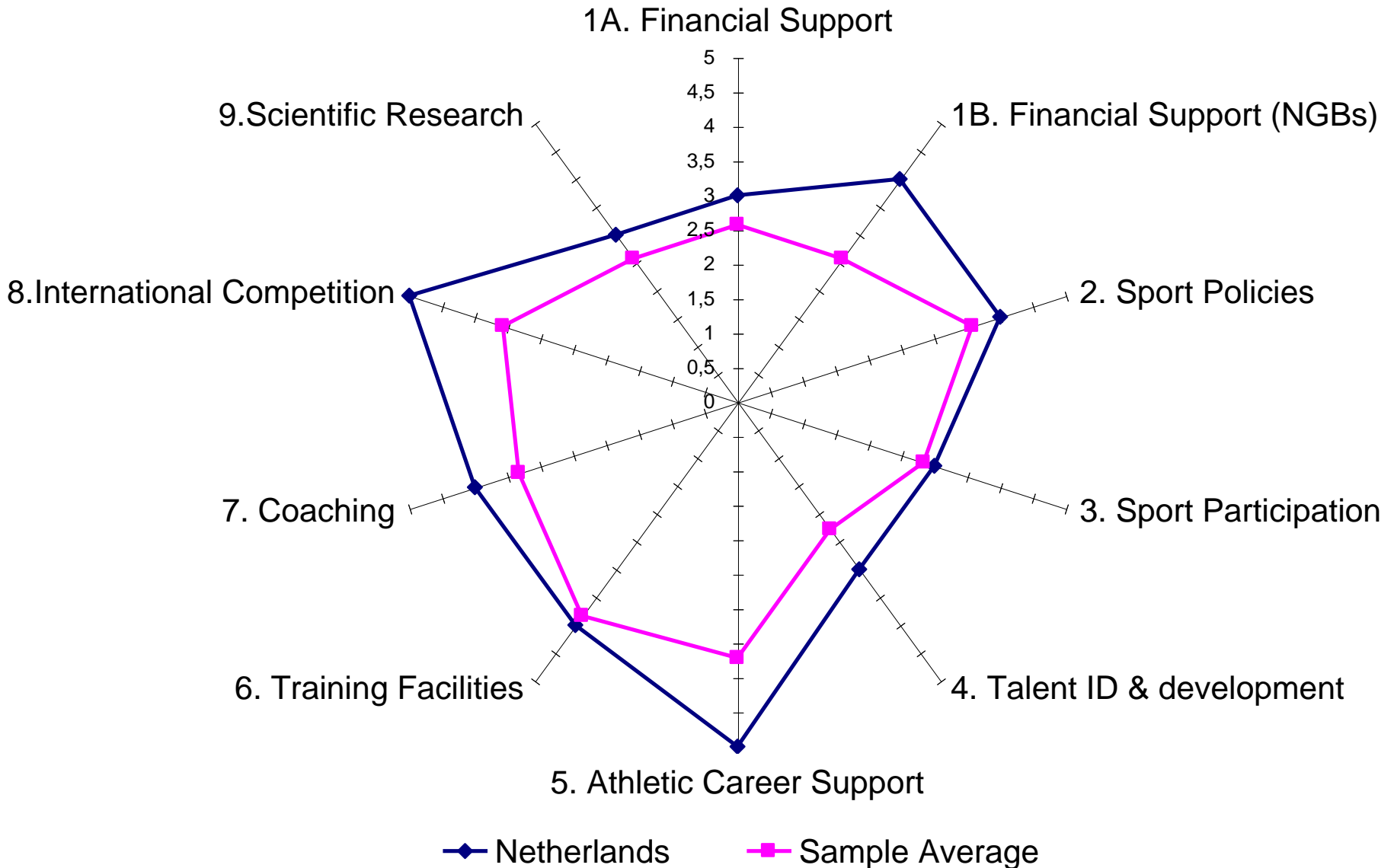
FLA

WAL

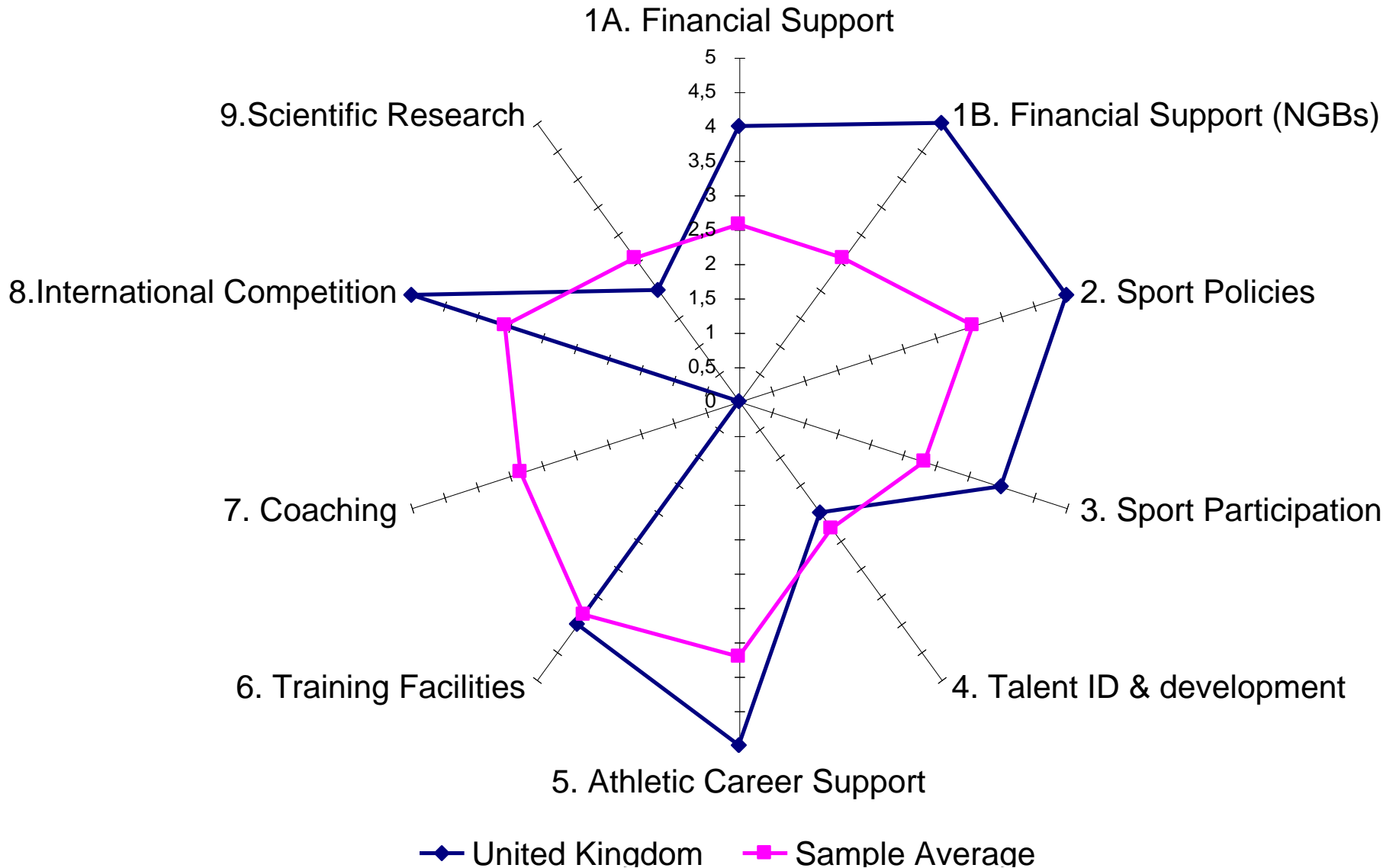
Flanders



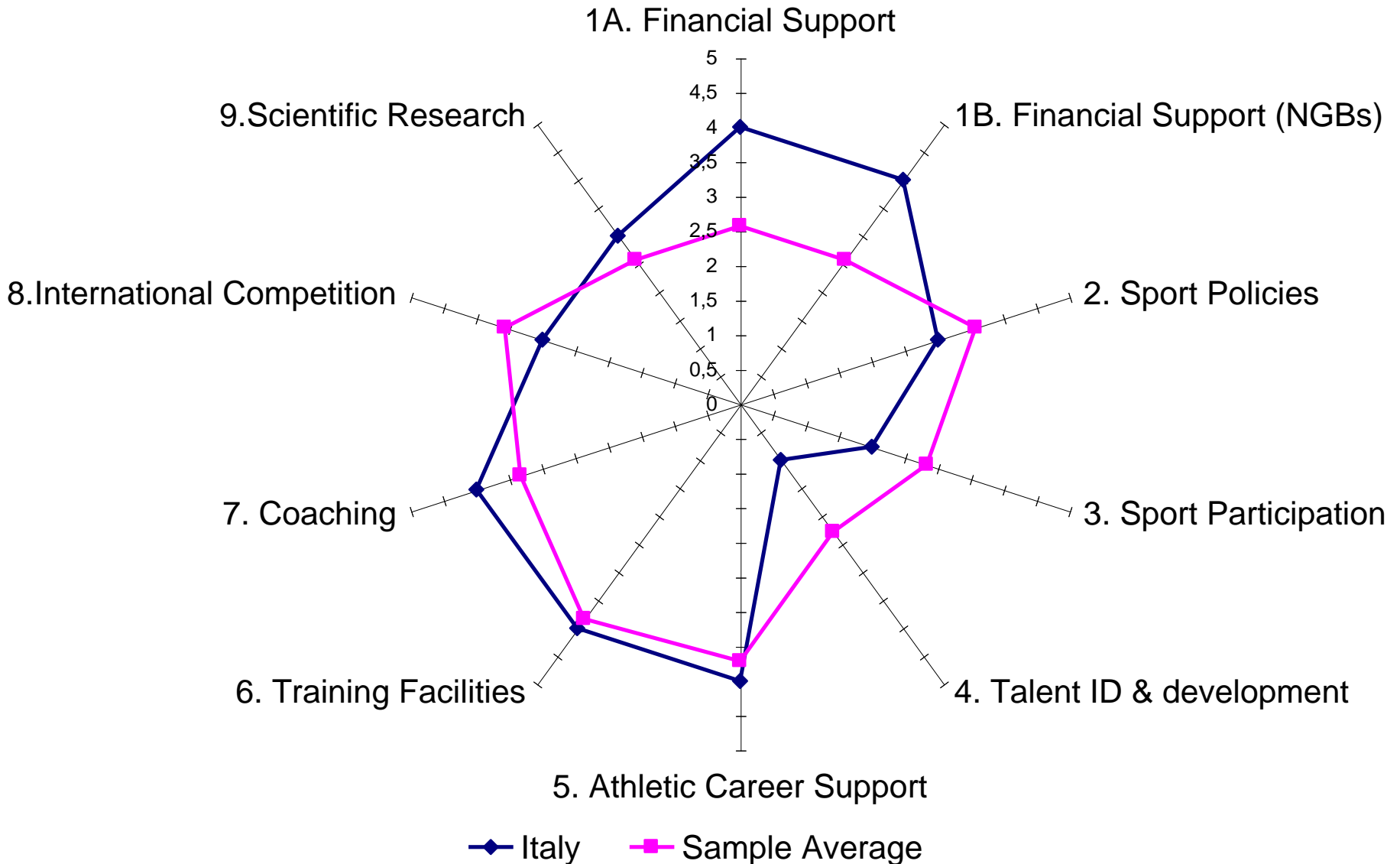
The Netherlands



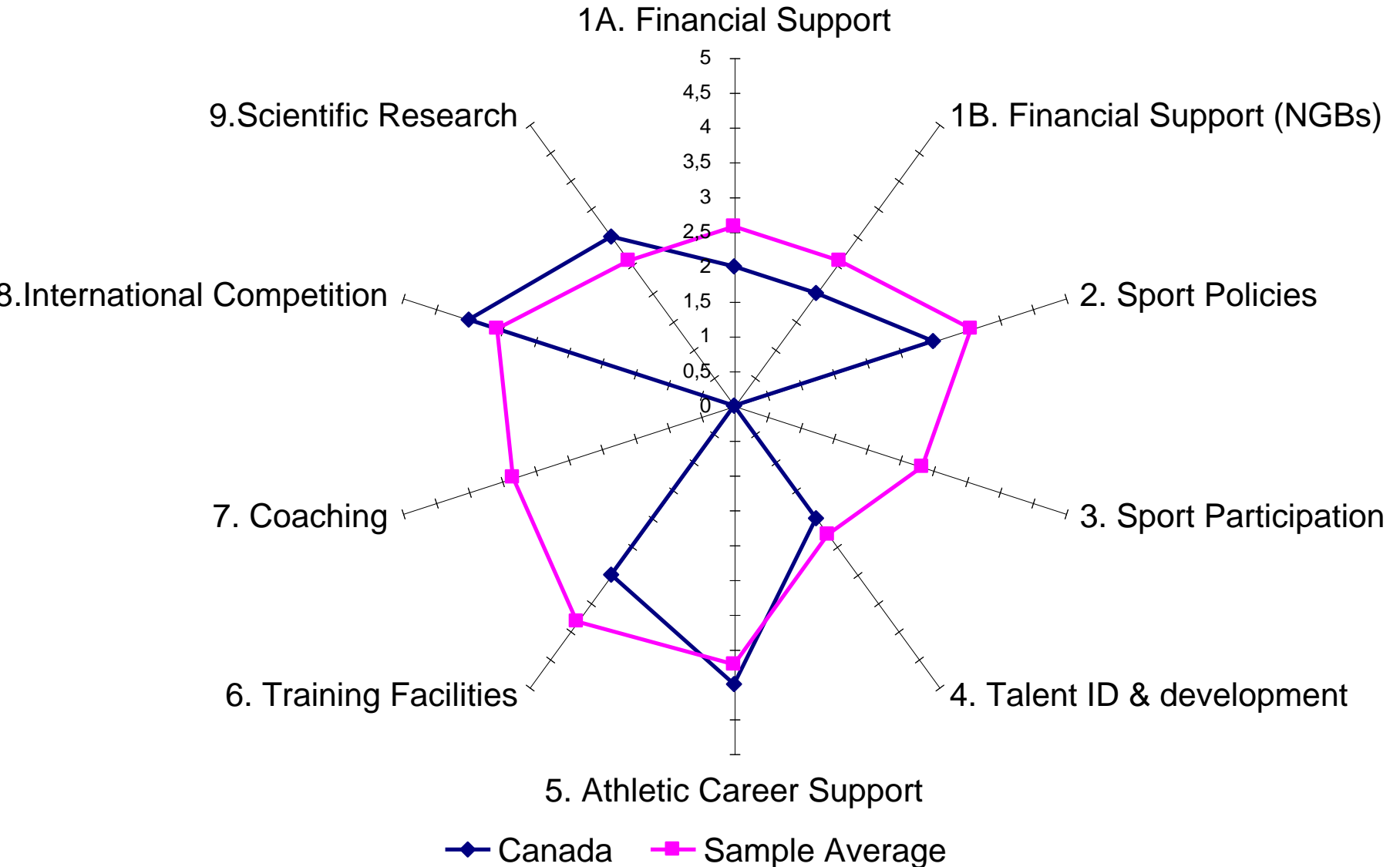
United Kingdom



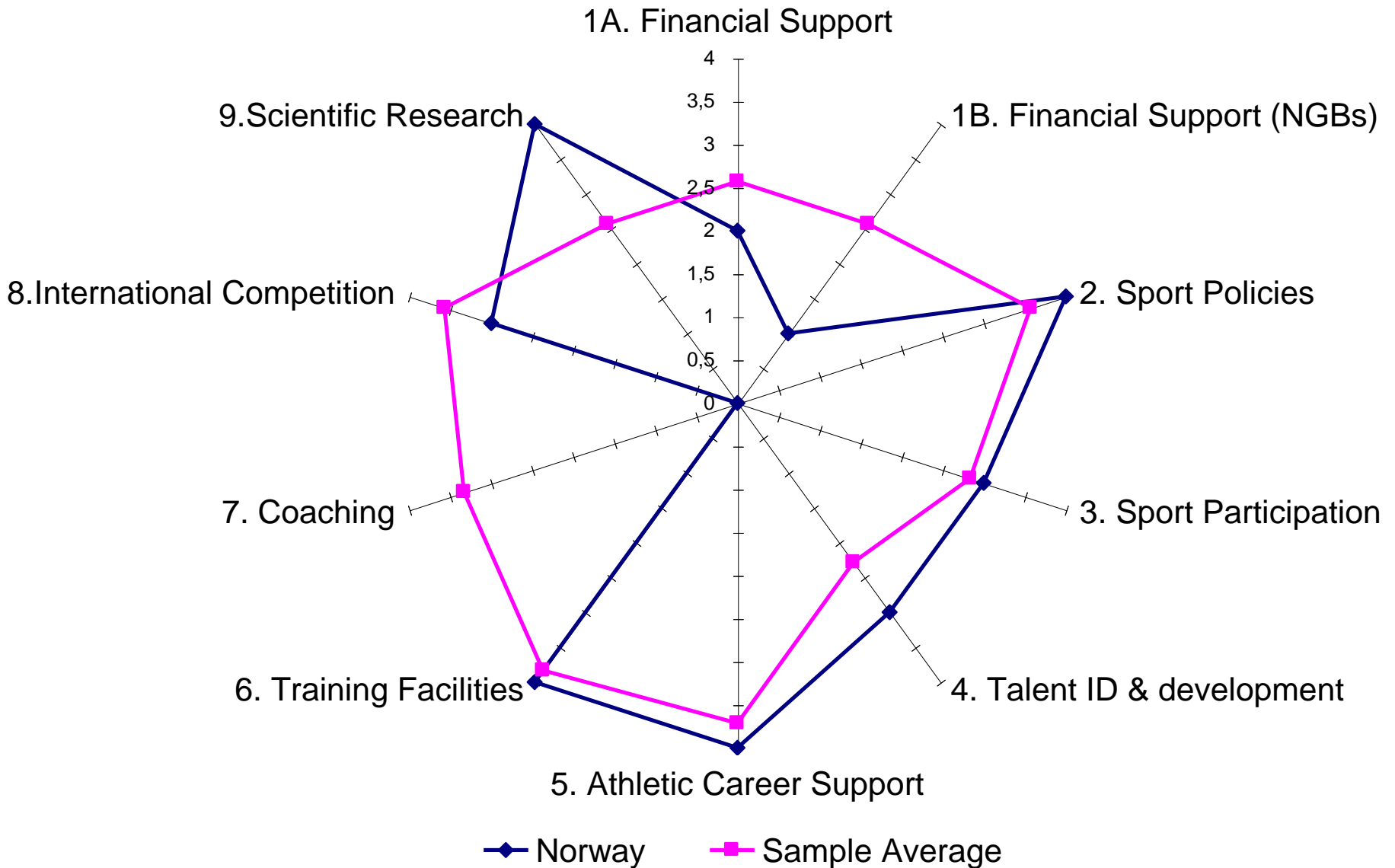
Italy



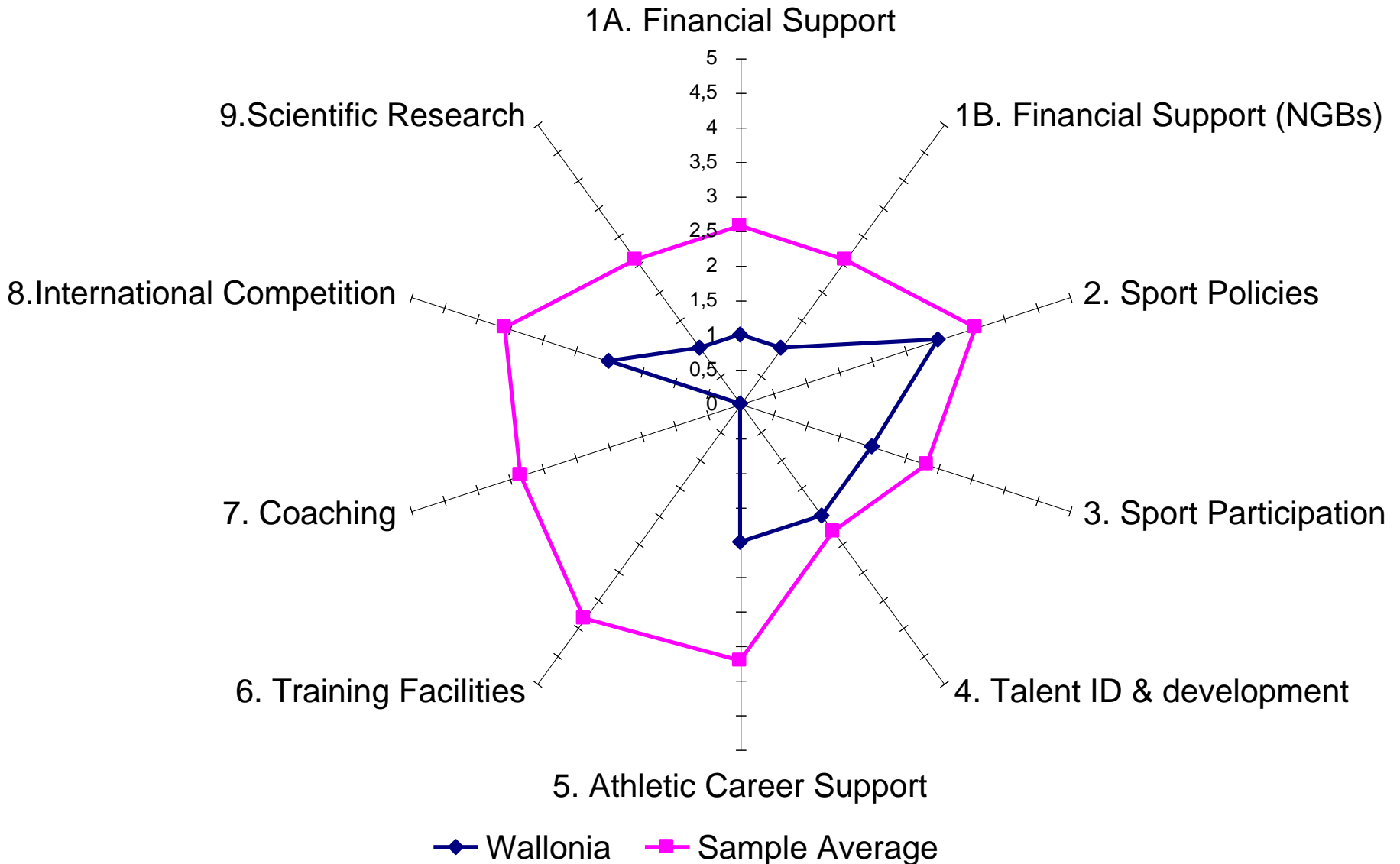
Canada



Norway



Wallonia



6 conclusions



Conclusions

1) The price of success is raising

- Competition is increasing
- More nations are investing more in elite sport
- Standing still means going backwards
- Diminishing returns on investment



Conclusions

- 2) Nations who have invested most in elite sport, also perform best.
- The best predictor of output is the absolute amount of funding allocated to elite sport
 - However, a simple input-output model might be too rational and economic.
 - Elite sporting success appears to be the outcome of a multivariate process involving many pillars



Conclusions

- 3) The best performing nations in summer Olympic sports (UK, Italy, Neth.), have the best scores on:
- Pillar 1: funding in elite sport
 - Pillar 5: athletic and post athletic career
 - Pillar 6: training facilities
 - Pillar 7: coaches development
- 4) The worst performing nation (in both summer and winter sports) has the lowest scores on most pillars (Belgium: Flanders & Wallonia)



Conclusions

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

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



Conclusions: competitive advantage

6) Two pillars of international sporting success are still relatively underdeveloped in all sample nations and might thus give a **competitive advantage**:

- Pillar 4: Talent identification and development
- Pillar 7: Coaches provisions

For small countries

- Pillar 3: quality of sports participation
- Pillar 6: Training facilities



Cultural differences?

Flanders

The Netherlands

Improvisation

Planning

Less long

Better elite sports culture in the Netherlands?

Genera

Avoids risks

ainties

More research needed

elf

Hierarchical

involvement in policies

"want to be told what to do"

"want to be involved in policies"



Thank you! Tak!

June 4th 2008

more information
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SPLISS

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Paul De Knop

The Global Sporting Arms Race

An International
Comparative Study on

Sports
Policy Factors
Leading to
International
Sporting
Success

MEYER
& MEYER
SPORT

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