

CHAPTER

9

International Sport

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Editor's Note: Most of the world refers to soccer as "football," so throughout this international chapter we will do the same. When referring to football played in the National Football League (NFL), Canadian Football League (CFL), and NFL Europe, we will use the phrase "American football."

■ INTRODUCTION

While sport has been played on an international level as early as the ancient Olympic Games in 776 BC, sport continues to see an increasing degree of interaction and expansion across national borders. The increasing reach of broadcast media, improvements in communication, relaxation of trade barriers, and increased ease of international travel have helped sport further diffuse through the boundaries of countries and continents. Many sport events or competi-

tions are now telecast live in multiple countries around the world, allowing fans to watch their favorite teams' performance as it happens. Additionally, live scores and statistics are generally available globally on the Internet, with fans having access to live televised coverage of sporting contests. As a result, people throughout the world can more easily access major sport leagues and events. It is now easier than ever to stay up-to-date with the latest sport, team, or player information regardless of where you are in the world—provided the technology and communication are there.

Oftentimes when talking about international sport, we view the internationalization and globalization of sport as the influence of contemporary superpowers on spectator sports, with special attention given to those sports that are widely disseminated in the popular media (Lai, 1999). This view has contributed to the use of the term *globalization* being treated synony-

mously with *Americanization*. In other words, the process of globalization is often thought of in terms of how spectator sport in the United States is communicated to, received by, and adopted by other parts of the world. In truth, the scope of international sport is much wider. The internationalization of sport can be seen on many different levels, which include, but are not limited to:

- The continual introduction of sport into new countries where the sport has not traditionally been played
- Countries competing against one another in international competition
- The international broadcasting of sport competition and events
- International coverage of sport events and competition through various forms of news and print media
- Travel to sport events in different countries as a spectator, participant, official, or volunteer
- The expansion of "national" leagues to include teams based in different countries
- Teams touring foreign countries to generate interest and awareness of their sport or league
- Individuals competing alongside players from different countries in organized leagues
- The availability of licensed merchandise outside of the country of the team or player
- Global companies sponsoring international sport events
- The use of sport as a social and political tool

As a result of the increasingly global nature of sport, abundant career opportunities exist for sport management students. Further, today's sport managers should have a general knowledge of the global platform in which sport is performed and consumed, as challenges for sport

managers inevitably accompany the industry's continual expansion.

This chapter first examines the historical development of sport in the international marketplace. It then looks at the factors behind the global expansion of sport, addressing the growth of sport-related corporate activities, professional sport, sport tourism, grassroots sport, and the diffusion of sport into new cultural settings. The chapter next focuses on the growth of sport tourism. It then examines the Olympic Movement, including its organization and primary responsibilities. Finally, because the international emphasis on sport will continue to grow, resulting in an increased number of job opportunities in international sport, this chapter concludes by addressing the variety of potential employment opportunities in international sport. While many of the examples in this chapter involve American sports or leagues, this trend is not meant to suggest that international sport is in any way limited to the United States. The examples are included for illustrative purposes only.

Additionally, it is useful to know that the organization of sport in the United States is not typical of the organization of sport throughout the world. Unlike the school-based (high school or college) sport system in the United States, the club system form of sport organization is more common throughout the rest of the world. The club-based system is separate and distinct from the education system (i.e., one does not have to attend college to play at the elite level). The primary purpose of the club sport system is to fulfill social and fitness functions, rather than to promote superior athletes. The club system allows anyone to participate and take advantage of good facilities that are often maintained by local or state government. Given the social and fitness benefits the club-based system provides, the government contributes substantially to the sport system. Thus, the funding structure for sport for many countries outside the United

States entails much more government involvement, with some countries even having their own federal minister for sport (e.g., Canada and Australia).

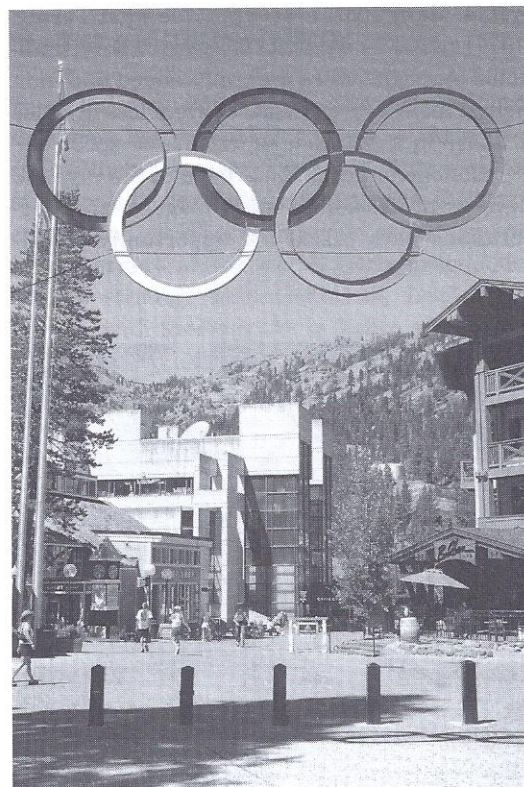
■ HISTORY

Sport first spread across international borders through imperialistic efforts. As nations such as Great Britain colonized various areas throughout the world, sport was used to impose the conquerors' culture on the colonized land. For example, the British introduced cricket, rugby union, and rugby league to Australia when they colonized that continent. Today, cricket, rugby union, and rugby league are immensely popular in Australia, and an intense rivalry exists between Australia and Great Britain. In this way, sport has fueled a feeling of pride in one's country, also known as **nationalism**. Nationalistic sentiments have also assisted in the growth of international sport today. In some instances, a win on an international level has led to increased interest and participation in a particular sport. The United States' victory over the Soviet Union's ice hockey team in 1980, for example, increased nationalistic pride as well as the interest in hockey toward the end of the Cold War.

Similarly, Australia's advancement to the 2006 Fédération Internationale de Football Association (FIFA) World Cup for the first time in 32 years produced an increased interest in football in that country. In other cases, embarrassment at an international level has served as the catalyst for the further development of sport. For example, the Australian Institute of Sport (AIS), a center designed to train and develop elite athletes and teams, was established in 1981 as a result of Australia's disappointing performance at the 1976 Montreal Olympic Games. It is reported that Nigerian President Goodluck Jonathon suspended the Nigerian

Football Team from international competition for two years after the side produced a disappointing performance, finishing at the bottom of Group B in the 2010 FIFA World Cup.

Given the international exposure and media attention that sport attracts, sport is often used as a platform for political and social protests and boycotts. Various human rights groups have staged protests and disruptions of international sport events to bring international attention to their causes (Hums & Wolff, 2008). To protest against the practice of apartheid, the Stop the Seventy Tour Committee (STST) was established in 1970 to stage mass demonstrations and disruptions when the white South African cricket and rugby union teams toured the United Kingdom. The protest was not about sport, but



rather used sport as a platform to showcase that apartheid was unacceptable.

Athletes have also used their positions to protest various issues. During the medal ceremony for the 200-meter track event at the 1968 Mexico Olympic Games, Tommie Smith and John Carlos staged a silent protest against racial discrimination of black people in the United States. During the victory ceremony, Smith and Carlos stood with their heads bowed, no shoes, black scarves around their necks, and black-gloved fists raised during the U.S. national anthem—an image that earned international recognition for the fight against racial discrimination.

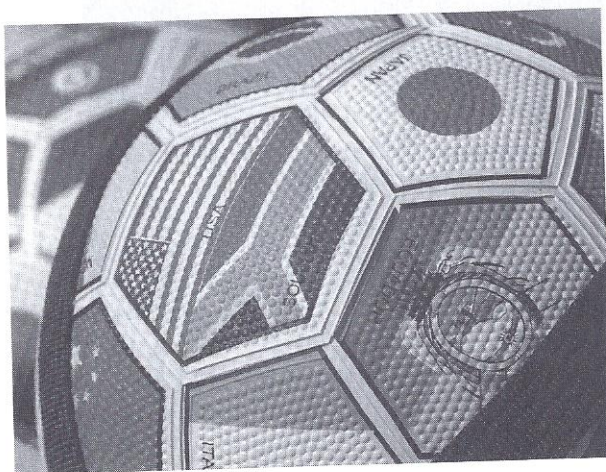
Sport has also provided a platform through which different cultures can come together and celebrate a common goal. Much of the world shares in the excitement of popular sporting events. Many sport events provide what Turner (1977) refers to as *liminoid space*, where traditional status barriers are transcended and individuals momentarily neglect differences in order to share in a common experience of sport.

Concurrent with the growth of the Olympic Games, professional sport leagues and corporations have seized the opportunity to sell

their products in international markets. Of the North American professional sport leagues, Major League Baseball (MLB) has the longest history of attempting to export its product. In 1888, driven by Albert Spalding's desire to sell more sporting goods, a group of professional baseball players traveled overseas to play exhibition games and introduce the sport of baseball through clinics. Such practices continued following the turn of the century as Babe Ruth and other stars of the time regularly toured Canada, Latin America, and Japan (Field, 1997).

The major North American leagues now play actual league games overseas. In 1986, the NFL became the first North American professional sport league to export an exhibition between two teams. Exhibition games by North American league clubs now occur regularly overseas, primarily in Europe and Asia. In 2008, MLB played its first Opening Day series in Japan, and the NFL hosted a regular-season game in England in 2007; both leagues have continued this practice. Other leagues now have teams positioned in different countries and continents. For example, the Investec Bank Super 14s Rugby Union competition has teams placed in Australia, New Zealand, and South Africa.

While each of the four major North American professional sport leagues aggressively attacks the international marketplace, the world's most popular sport is still football (soccer). In fact, just as American football, basketball, baseball, and hockey leagues are attempting to spread the popularity of their sport overseas, so, too, is football attempting to spread its popularity. However, in the case of football, recent efforts have focused on increasing the interest and participation in the United States. Even though football has been played in the United States since before the turn of the twentieth century, its popularity has been limited to the last 30 years. Professional football garnered widespread interest and popularity in the late 1970s and early 1980s with the North American



Soccer League (NASL). The presence of foreign talent, such as all-time great Pelé, made outdoor football an attractive entertainment option for many people in the United States. However, due to financial mismanagement and a talent pool devoid of any top North American players, the league folded in 1985.

As the 1990s dawned, the hope for outdoor professional football rested with FIFA, the international federation for football. FIFA awarded the 1994 World Cup to the United States with the hope of reenergizing interest and participation in football in that country. As part of the agreement to host the World Cup, USA Soccer, the national governing body for football, was to spearhead the efforts to start another professional outdoor football league. The 1994 World Cup was immensely successful, generating sellout crowds and larger-than-expected TV audiences, and ultimately producing a revenue surplus of \$60 million (Gilbert, 1995). As a result, in 1996 Major League Soccer (MLS), the first Division I professional football league on U.S. soil in 12 years, was launched. Ten teams and nearly 3.1 million fans in its first season made the league a big success. Its rapid development helped lead the United States to the quarterfinals of the World Cup Korea/Japan in 2002.

Besides targeting women, MLS markets itself to and attracts much interest from the Latino population (Langdon, 1997b). With such significant interest from minority groups, football attracts a more diverse following than the other four U.S. professional sports. Its broad range of participants also makes football more appealing to sponsors, which are attempting to reach diverse audiences with their sponsorship programs. Accordingly, many large companies have signed on as MLS sponsors, including adidas, Pepsi, Visa, and Anheuser-Busch. MLS executives have also attempted to increase league popularity by focusing on increasing the amount of licensed merchandise in the marketplace.

They have been so aggressive in this area that they even sold a license to a company to produce action figures (Langdon, 1997a).

The popularity of football in the United States increased during the brief period in which David Beckham, arguably the world's most marketable football player (and former English captain) played for the Los Angeles Galaxy, a feat that was enabled by the MLS relaxing its salary cap. Recently, French star Thierry Henry joined Red Bull New York. Similarly, Australia is seeing an increased interest in football as an outcome of the rebranding of the national league (now called the Hyundai A-League) coupled with the recent success of the Australian national team reaching the round of 16 after qualifying for the World Cup for the first time in 32 years.

■ THE GLOBALIZATION OF SPORT

To capitalize on the global marketplace, corporations have begun to adopt a **global strategy** for selling their products. The premise for a global strategy is basic: create products with the same appeal and which generate the same demand in all corners of the world. Early proponents of this strategy were Coca-Cola, Levi's, and Disney (with theme parks in Tokyo and Paris). However, even these large companies found that in order to create demand, the product or advertising message must be adapted to account for differences in local culture and laws (Miller, 1996). Hundreds of different languages and dialects are spoken throughout the world. For example, the term *footy*, a word commonly used in Australia to describe the sport of football (rugby league, rugby union, and Australian Rules Football), has little to no meaning in the North American sport context. In addition, customs and traditions in one country may be disrespectful in another country. For example, a recent Kentucky Fried Chicken (KFC) com-

mercial shown in Australia showcased a group of West Indian cricket supporters (another member of the cricket fraternity) eating KFC chicken while cheering on their cricket team. In Australia and the West Indies, there is no race-related connotation associated with the commercial. However, while not shown in the United States and not targeted at the U.S. market, this commercial saw cries of racist outrage in the United States, and subsequently it was taken off air. Cricket supporters in Australia and the West Indies could not understand how or why this commercial would cause such outrage. When selling products overseas, some degree of adaptation to the local or regional culture is necessary. This example illustrates that the global reach of Internet and communication technologies can spark controversy in places where the commercial is not even placed.

To maximize profits, corporations have realized they must look outside their boundaries to sell their products. Technological advances and increased accessibility to technology worldwide have been major factors driving the globalization of sport. The presence of satellite and digital technology as well as the popularity of the Internet has made the transmission of visual images worldwide simple and virtually simultaneous. Globalization of sport is largely influenced by the contemporary superpowers which dominate these media. As a result, high-profile spectator sports in those countries with media dominance receive greater media exposure and, therefore, are the sports typically associated with globalization. While spectator sports that attract greater media attention have an advantage in reaching global markets, globalization and diffusion are not dependent on media alone. This makes sense given the fact that only about 310 million of the world's 6.86 billion people live in the Continental United States (U.S. Census Bureau, 2010). Clearly, to sell more products corporations must sell their products globally. This presents a challenge not

just to mainstream businesses but also to sport organizations.

Increasingly, sport organizations are eyeing a global strategy. Why does a Nike commercial for the Air Jordan running shoe have no spoken or printed words? Why does it include only visual images followed by Nike's trademark symbol, the Swoosh, at the end of the commercial? The answer to these questions is simple. These ads are created to be shown to a global audience. People in the United States will see the same ad as people in Japan. Further, the ad will have the same impact on American and Japanese consumers. Unfortunately, exporting the sport product is not always this easy. As with mainstream consumer products, adaptations based on cultural preferences often must be made. For example, the style of basketball played in the National Basketball Association (NBA) is not in adherence with Fédération Internationale de Basketball (FIBA) rules and is not indicative of how the way the sport is played in the rest of the world and at international competitions. Efforts at globalizing the sport product can be seen on numerous fronts: corporations are attempting to utilize the sport theme and sport products to enter the international marketplace; professional sport leagues are attempting to spread the popularity of their leagues and associated products (e.g., televised games, licensed products) overseas; event and destination marketers are leveraging events as sport tourism opportunities; and sport is being used on a global scale as a medium that can aid in health and social issues.

Corporate Involvement with International Sport

People attend and watch sporting events expecting a good experience. With advances in technology, particularly satellite technology, audiences worldwide now have access to the top sporting events. Realizing that such access exists, corporations are increasingly using sport to sell

their products to consumers on other continents. Generally, such activities can be grouped into two categories: (a) efforts by manufacturers of sport-related products, such as athletic shoes, athletic equipment, and sport drinks; and (b) efforts by non-sport-related companies, which sponsor international sporting events, teams, and athletes to gain name recognition and thus sell their products in new global markets.

■ INTERNATIONAL EFFORTS OF SPORT PRODUCT MANUFACTURERS

Similar to many corporations throughout the world, manufacturers of sporting goods and sport-related products are increasingly attempting to capitalize on potential overseas sales. The reason for such efforts is very simple: North American markets are becoming saturated. Today, many companies compete for the North American sporting enthusiasts' dollars because North Americans are sport oriented and have money to spend on sport products. However, the average consumer will purchase only a certain amount of sport products and merchandise in a given year.

In the United States today, sporting goods manufacturers are reaching a point where they can no longer drastically increase sales to consumers. Yet the need to continually grow and expand product sales is the corporate mission. As a result, sport corporations are attempting to broaden their product distribution. For example, since 2000 Nike has sold more products overseas than in the United States. To do so, Nike not only focused on its most popular product lines, such as running and basketball shoes, but also looked to other products such as golf shoes and apparel, hockey equipment, and football cleats and apparel. Because more people play and watch football than any other sport in the world, it was logical for Nike to expand its operations and focus on increasing its share of the football market. To meet this goal, Nike has signed with

great teams like the Brazilian national football team, Manchester United, Juventus, and F.C. Barcelona. It is also sponsoring the world's best football players, such as Ronaldo.

Some equipment manufacturers and distributors are looking beyond simply selling their products to the existing global markets. These companies now play a direct role in developing and diffusing sports into new markets in an attempt to create new markets for their products. The globalization of sport is aided by capitalist enterprise (Martin & Schumann, 1996). For example, floorball, the second largest sport in Sweden and Finland, made its way into Australia due in no small part to the sales aspirations of an equipment manufacturer and distributor (Lai, 1999). Floorball is an indoor team sport that can be best visualized as a combination of football and ice hockey (without the skates), where the aim is to put a light plastic ball into the opponent's goal. The equipment manufacturer implemented an active development program in Australian schools. The development program included distributing catalogs of floorball equipment, providing videotapes explaining the sport of floorball, and offering to run free clinics in schools in an attempt to create a new market for floorball equipment. Floorball was positioned as a safe alternative to field hockey for school-age children, as it is played with a lightweight plastic ball and lightweight stick with a plastic vented blade. Thus, administrators and teachers were open to trying out floorball as an activity to be played in schools, which in turn grew the market for the manufacturer of floorball equipment.

■ INTERNATIONAL DEVELOPMENT VIA SPONSORSHIP OF SPORTING EVENTS

Non-sport-related corporations are also attempting to use sport to sell products internationally. Primarily, this is done through the sponsorship of international athletes and teams. Generally, such efforts are geared toward increasing aware-

ness and sales overseas. By sponsoring prominent international sport efforts, corporations hope to benefit from the increased interest in sport. Coca-Cola is another large U.S. corporation that attempts to increase its popularity worldwide through international event sponsorship. Coca-Cola sponsored some of the NBA's international events in an effort to increase sales and distribution of Sprite overseas. In conjunction with exhibition games played in Mexico City, Coca-Cola produced more than 1 million cans of Sprite with the NBA logo in an attempt to increase sales in Mexico (National Basketball Association, 1997).

Professional Sport Leagues' International Focus

Today, most professional sport leagues are aggressively seeking to increase the popularity and consumption of their respective products overseas. International travelers who see people in other countries wearing Chicago Bulls T-shirts or New York Yankees hats are witnessing the potential impact of new distribution channels for the major professional sport leagues.

North American professional leagues are aggressively attempting to spread the popularity of their leagues internationally. Organizationally, each of the leagues has created an international division to guide such efforts. Within each of these divisions, each league maintains offices in cities throughout the world. For example, Major League Baseball International Partners has an office in Sydney, Australia, focusing on improving the popularity of baseball through merchandise sales, game telecasts, and grassroots programs. It has also opened an office in Tokyo so it will be able to help clients put together programs that drive their business while promoting the league and its players.

These divisions and international offices have focused on increasing the popularity of North American professional sport by utilizing

several common techniques and strategies: (a) broadcasting, (b) licensing and merchandising, (c) playing exhibition and regular season games, (d) cultivating participation in sport throughout each country (grassroots efforts), and (e) placing teams in international markets. In addition to increasing the popularity of the sport and the league on an international level, the leagues hope to increase participation in the sport. This increased participation should eventually increase the talent pool from which they can then recruit for the professional ranks.

■ BROADCASTING

Many people around the world are introduced to sport from outside their home countries through television broadcasts of games and highlights. Visual images are easily exportable commodities. It is much easier for a professional sport league to reach international markets by first exporting its product through visual images. This strategy is aided by the fact that access to television sets and the Internet is increasing at a rapid rate.

Mergers in the mass media industry have also spurred growth. Major corporations now own major media outlets in numerous countries throughout the world. Perhaps the most notable conglomerate is the series of networks owned by Rupert Murdoch. Murdoch owns media outlets throughout Australia, Asia, Europe, and North America. In this case, MLB games televised by Murdoch's Fox Sports in the United States can also be packaged for overseas viewers on other Murdoch-owned stations such as BSkyB and Star-TV. ESPN, which is not part of Murdoch's holdings, has an international division that beams games out in Mandarin Chinese to the Pacific Rim and in Spanish to Latin America. Similarly, the English Premier League is broadcast around the globe primarily on networks owned and/or controlled by NewsCorp.

Professional sport leagues have seized on the opportunity to capitalize on such trends. Many professional sport leagues around the world are aggressively seeking to increase the popularity and consumption of their respective products overseas. The NFL's Super Bowl XLII was televised in 230 countries and territories in 33 languages. During the 2006–2007 season, the NBA was telecast in 215 countries around the world and translated into 41 languages. In an effort to introduce their sports into other countries, leagues not only rely on actual game broadcasts but also offer highlight show formats. For example, the NBA produces and distributes a half-hour weekly show called NBA Jam to more than 15 countries throughout the world. The format of the show incorporates highlights in a music video format, giving would-be fans a behind-the-scenes look at the NBA. Highlights are used rather than extended action clips in an attempt to attract young people to the sport's excitement.

Another tool for the NBA is NBA TV, a 24-hour television network that offers NBA news and information, live games, and behind-the-scenes specials that fans can access 365 days a year through their local cable company or satellite provider. NBA TV is distributed to 80 countries (NBA Media Ventures, 2011).

The Internet has also played a major role in spreading leagues' messages to new fans. All of the professional leagues have elaborate Web sites offering up-to-the-minute information on their respective leagues that are accessible to everyone with a computer.

While the four major North American professional sporting leagues crown their champions as "world champions" and refer to their playoff series with names such as the "World Series," this may not be an accurate description. These titles have garnered some criticism from international markets given that these

competitions are limited to teams from North America.

■ LICENSING AND MERCHANDISING

Another tactic typically used to expand a sport to international markets is to sell **licensed merchandise**. Team-logoed merchandise provides people with a means to identify and associate with their favorite teams. However, sales of team-logoed items traditionally were isolated to the country in which the sport team competed. Increasingly, though, sport leagues are utilizing the sales of logoed merchandise as a means to increase league popularity overseas. The increase in popularity of online shopping has also increased the sales of team-related merchandise. Further, the sale of licensed merchandise serves as a promotional vehicle for teams or leagues. People purchasing and wearing Houston Rockets T-shirts and hats in Beijing serve to increase the awareness of both the NBA and the Houston Rockets in China. When David Beckham chose to wear the number 23 on his shirt (the same number made famous by Michael Jordan), he had an eye on the U.S. market ("New Balance," 2003).

■ EXHIBITION AND REGULAR-SEASON GAMES

The most obvious step a professional sport league can take in exporting its product is to actually hold matches or games on foreign soil. In this way, people in different countries have the opportunity to witness the sport in person. The NFL has played exhibition games outside the United States since 1986 and is now committed to playing at least one regular-season game on foreign soil each year. Other North American professional sport leagues have also undertaken significant efforts to export their product in game format. In August 1996, the San Diego Padres and New York Mets played a three-game regular season series in Monterrey, Mexico.

Major League Baseball now features an Opening Day series in Japan, a practice that started in 2008. The NBA began playing exhibition games in 1988, when the Atlanta Hawks traveled to the former Soviet Union. Since then, NBA exhibition games have been played in Spain, the Bahamas, Mexico, France, Germany, the United Kingdom, and Japan. In 1996, the NBA went one step further, having the New Jersey Nets and the Orlando Magic play two regular-season games in Tokyo. More than 70,000 tickets were sold for the two games in less than five hours, a testament to the popularity of basketball in Japan. In 2006, the Denver Nuggets and Golden State Warriors faced off in a high-scoring exhibition game in Monterrey, Mexico, which created excitement among the Mexican fans.

■ MARKETING FOREIGN ATHLETES

As trade barriers between countries have diminished, so too have barriers preventing the top players in the world from playing in various professional sport leagues. The presence of foreign players has enabled these professional leagues to increase their popularity overseas. Specifically, by marketing these players in their homelands, professional leagues are able to increase the popularity of both the players and their respective sports overseas. The 2008–2009 NBA season set a record, with teams having a total of 77 international players from 32 countries and territories. At least one international player is signed to 28 of the 30 NBA teams. In MLB, 28% of players on 2006 opening day rosters were born outside the United States, representing 15 different countries and territories. Further, 47.8% of minor league baseball players under contract in 2009 were born outside the United States.

The rise of satellite television has aided this diversification. Improving technology allows worldwide audiences to see Emanuel (Manu) Ginobili play for the San Antonio Spurs, An-

drew Bogut play for the Milwaukee Bucks, and Yao Ming play for the Houston Rockets, which in turn increases the popularity of basketball throughout Argentina, Australia, and China, respectively. Increasingly, exhibition games featuring some of these foreign stars are being held in foreign countries.

■ PLACING TEAMS IN INTERNATIONAL MARKETS AND THE CREATION OF INTERNATIONAL LEAGUES

Throughout the world, some national leagues are aggressively seeking to expand into new markets—not just by showcasing their existing teams to overseas markets, but also by placing teams in foreign countries and continents. For example, the National Basketball League (NBL) of Australia has teams in two countries: Australia and New Zealand. The league sought to grow its international audience by aggressively placing a team in the Asian market, the Singapore Slingers. However, after one season, that team was removed from the league.

Other national governing bodies are working together to create international leagues. For example, governing bodies for rugby unions in South Africa, New Zealand, and Australia created a joint union known as SANZAR to administer an annual provincial competition and the Tri-Nations Test Series. The provincial series, now known as the Investec Super 14s, hosts four teams from Australia, five teams from New Zealand, and five teams from South Africa. Each team plays 13 games during the regular season. SANZAR signed a new international media deal with NewsCorp worth \$437 million in April 2010.

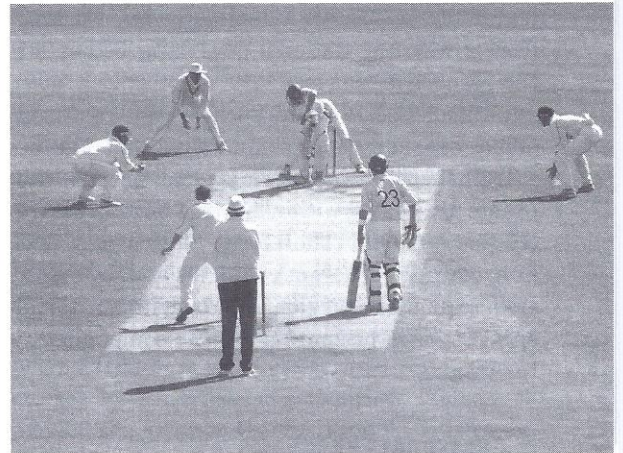
■ SPORT TOURISM

An element of international sport involves travel to different countries to participate in, watch, or volunteer at various sport events or competitions, or to view sport halls of fame,

stadia, or museums. While participation in sport tourism is not a recent phenomenon, the increased ease and convenience of international travel have brought an increase in international sport tourism. Sport-related travel in the United Kingdom is now estimated to account for 5.9% of the total expenditure on sport (Collins & Trenberth, 2005).

Three types of sport tourism are commonly identified: travel to participate in a sport activity; travel to view a sport activity; and travel to visit a sport hall of fame, sport facility, or museum. Additionally, recent research has noted that individuals do, in fact, travel internationally to volunteer at sport events, including the Olympic and Paralympic Games. For example, the 2004 Athens Olympic and Paralympic Games received more than one-third of its applications of interest to volunteer at the Games from outside Greece, indicating that many individuals were willing to travel internationally to volunteer for the event.

The increasing linkage between sport and tourism is the result of an increasing convergence between the governance and policy of sport and tourism (Chalip, 2001; Weed, 2003). Factors that have driven this blending of sport and tourism include economic gain for the host destination, social benefits to the host community, tourism generation through hosting mega-sport events, and holidays as catalysts for involvement in sport. Along with some of the positives comes the potential for scandals, boycotts, and crowding at the host destination. Tourism also has potential benefits for sport. First, highlighting the potential tourism benefits from hosting an event can justify money being spent on sporting facilities and infrastructure improvements. Second, hosting a successful sport event can enhance the sporting profile of a region (Weed & Bull, 1997). It is now common to see many countries and destinations compete fiercely to host international sport events such as the Olympic and Paralympic Games owing



to the economic benefits these events are said to contribute to the host economy.

While international sport contests have always evoked nationalism and a support for one's country, recent years have seen an emergence of semi-structured sport tourism opportunities for fans to support an international team or nation at various sporting events. These groups act in a manner akin to a travel agency, providing travel and accommodation options along with tickets (often in a special section) to cheer on the country's sport teams. Three of these groups include the Barmy Army (England), the Fanatics (Australia), and the Beige Brigade (New Zealand). The Barmy Army supports English cricket through its use of songs and chants, which combine both irony and wit (England's Barmy Army, 2010). An estimated 40,000 Britons traveled to Australia for the 2007 Ashes Cricket Series, thus injecting millions of dollars into the economy. The Fanatics, an Australian fan group, originated as a means for supporting Australian tennis players at international events (e.g., the Davis Cup) and has since expanded to support many Australian sport teams and individuals all over the world. The Fanatics now have more than 62,000 members and have organized

travel for over 28,000 individuals while working closely with the national governing bodies for the respective sports.

Smaller-scale events such as regular-season games benefit the host community given that the marginal cost of provision is small because the events are hosted within existing infrastructure (Higham, 1999). Therefore, for leagues that host teams in different countries and, by extension, regular-season games abroad, international sport tourism becomes a regular component of the league.

■ GRASSROOTS PROGRAMS

Grassroots efforts are programs and activities undertaken to increase sport participation and interest in a particular international region. Each professional sport league undertakes significant grassroots efforts, thus providing many potential employment opportunities for future sport managers. These efforts are primarily focused in two areas: (a) increasing participation in and (b) educating people about the specifics of a particular sport. The theory behind grassroots efforts is that long-term popularity and interest will be achieved only when both a knowledgeable fan base exists and a significant portion of the population participates in the sport.

MLB implements several grassroots programs in its effort to spread the popularity of baseball. The Pitch, Hit, and Run program has reached more than three million schoolchildren in Australia, Germany, Japan, Italy, Korea, Mexico, Puerto Rico, South Africa, Taiwan, and the United Kingdom (MLB International, 2010). The program helps teach baseball fundamentals to school children over a six- to ten-week period, culminating with a competition of throwing, hitting, and base running. In an effort to help individual schools teach the fundamentals, MLB provides each school with baseball equipment, instructional videos, and manuals (MLB International, 2010).

■ SPORT FOR ALL

The Sport for All movement is an international movement that seeks to promote mass participation in sport without discrimination. The movement began in Europe in the 1960s and has since expanded globally. Unlike most forms of elite and professional sport, the purpose of Sport for All is not competition, but rather participation for participation's sake, as sport is viewed as both a human right and a key component of a healthy lifestyle. Specifically, the Sport for All movement seeks to involve all sectors of the population in physical activity regardless of age, gender, social or economic distinction, or physical or mental ability. The movement is, therefore, seen as a proponent of social integration. One of the goals of Sport for All is to make sport affordable and available to all communities, including underserved populations (e.g., children and youth, girls and women, the elderly, and people with disabilities). Many organizations working with these populations implement social marketing campaigns to increase levels of participation.

Regional, national, and international Sport for All organizations have been created to provide individuals with opportunities to participate in sport. Trim and Fitness International Sport for All (TAFISA) was formed in 1991 in Bordeaux, France, and now has members from 153 organizations in more than 100 countries. The organizational members include national government and nongovernmental organizations such as National Sport Federations, **National Olympic Committees**, Ministries, and Councils for Sport, all of which are involved in Sport for All initiatives in their respective countries. The movement has been relatively successful in Europe, Australia, some parts of Latin America, and Africa, but has had limited impact in the United States.

The IOC Sport for All Commission was created in 1985 to integrate grassroots sport

into the goals of the Olympic Movement and to globally disseminate sport as a basic human right. The Eleventh World Sport for All Congress was held in Havana, Cuba, in 2006; the theme of the conference was "Physical Activity: Benefits and Challenges." The conference was sponsored by the IOC and had the support of the World Health Organization (WHO) and the General Association of International Sport Federations (AGFIS). The 2010 Congress was held in Jyväskylä, Finland and featured the theme, "Promoting Sport for All as a Strategy for a Better 21st Century Society."

The United Nations (UN) is also an advocate of sport as a basic human right and has established an Office for Sport for Development and Peace. According to the UN, the principles of sport—"respect for opponents, and for rules, teamwork and fair play"—are congruent with the principles of the United Nations Charter (United Nations, 2007, p. 1).

While not the intention of the Sport for All programs, sport participation has several other benefits. Sport:

- enlarges the sport market by growing the pool of potential elite athletes,
- increases the demand for sporting equipment,
- increases the demand for sport facilities, and
- generates further interest in sport, which could lead to increased spectatorship.

■ SPORT DIFFUSION

We often hear that sport has become universal. Indeed, sport can be seen all around the world in some form. Sport, in practice, is easily introduced to other countries because it is governed by standardized rules of play. However, while the practice of sport is the same across many different countries, the meaning of sport is not universal. While many Western cultures

measure success in terms of winning the actual competition itself, other cultures place higher value on participation and cooperation.

When introducing sport to a new cultural setting, Thoma and Chalip (1996) suggest three strategies: (a) adapt the sport practice to the values of the new cultural setting, (b) foster the interest of elites, and (c) foster community interest. The sport can be tailored to the local culture by adapting the style of play, coaching, and even administration. For example, Trobriand Islanders were exposed to the game of cricket by Christian missionaries. Instead of playing the game in the traditional British way, the game was adapted to Trobriand culture by increasing the number of participants to allow whole tribes to participate, introducing ritualistic dances, using chants to communicate many traditional practices of the Trobriand people (relating primarily to tribal war), and modifying the equipment (bat and ball).

■ THE OLYMPIC MOVEMENT

The Olympic Games have played an important role in the development of international sport. Modern **Olympism** was conceived by Baron Pierre de Coubertin, on whose initiative the International Athletic Congress of Paris was held on June 23, 1894. There the **International Olympic Committee (IOC)** was constituted as the supreme authority of the Olympic Movement. Beginning with the inaugural modern Olympic Games in 1896 in Athens, Greece, the IOC has been entrusted with the control and development of the modern Olympic Games. In this capacity, the IOC has been quite successful. The Olympic Games are the largest international sporting event today. In 2004, the Summer Olympic Games returned to Athens, Greece, the birthplace of the modern Summer Games. The Games attracted athletes from 201 nations and involved competition in 301 events. In addition,

television coverage reached 3.9 billion viewers, up from the 3.6 billion viewers who had access to the coverage of the Sydney 2000 Olympic Games (IOC, 2007b).

While familiarity with the Olympic Games as a sport event is global, the key philosophy behind the Games, termed *Olympism*, is less well known. The Olympic Charter States that Olympism is:

a philosophy of life, exalting and combining in a balanced whole the qualities of body, will, and mind. Blending sport with culture and education, Olympism seeks to create a way of life based on the joy found in effort, the educational value of good example and respect for universal fundamental ethical principles (IOC, 2010, p. 11).

The Olympic Games extend well beyond the actual sport competition, corporate sponsorships, media broadcasts, and commercialism. The Olympic Games provide a space where countries from around the world can unite through a shared interest in festival and sport, a space where traditional status barriers are commonly transcended. While the description of Olympism makes no mention as to whether the athletes competing should be amateurs or professionals, prior to the 1980s, a major mission of the Olympic Movement was to ensure that only amateurs competed. However, as the Games grew, the cost of financing the Games increased, and thus Games organizers were forced to rely more heavily on commercial enterprises.

The 1984 Summer Olympic Games in Los Angeles marked the turning point for commercial involvement with the Olympic Games, generating a profit of more than \$200 million largely due to corporate involvement (Graham, Goldblatt, & Delpy, 1995). However, as they committed significant sums of money, corporations also

saw the athletes and individual Olympic teams as opportunities through which to market their products. As such, it became very difficult to maintain amateurism as a standard for Olympic competition. All pretenses of amateurism were dropped in 1992, when professional basketball players from the NBA and other professional leagues around the world competed for their home nations on "Dream Teams" at the 1992 Summer Olympic Games in Barcelona.

In 2000, the IOC started the "Celebrate Humanity" campaign, which sought to highlight that the Olympic ideals are universal and extend far beyond sport. The 2004 campaign consisted of a variety of television announcements and print media, which were translated into six different languages. The IOC sought to create further interest in the Olympic Games by stressing that the Games are more than just a sport event. The television announcements included internationally recognized spokespersons such as Nelson Mandela (human rights leader), Kofi Anan (Secretary-General of the United Nations), Andrea Bocelli (maestro and Italian tenor), Christopher Reeve (actor, director, and activist), and Avril Lavigne (Canadian singer and songwriter)—none of whom had any direct link to the Olympic Movement—to portray the Olympic ideals. The television announcements utilized imagery of sport competition; however, the narration emphasized the Olympic values of hope, friendship, fair play, dreams and inspiration, and joy in effort, emphasizing that sport can be used as a means to an end, rather than being an end in itself.

For a better understanding of the Olympic structure, see **Figure 9-1**. At the top is the International Olympic Committee (IOC), which is responsible for overseeing the Olympic Movement throughout the world. Beneath the IOC, the Olympic structure splits into two arms. On one side are the National Olympic Committees (NOCs), the organizations responsible for the development and protection of the Olympic

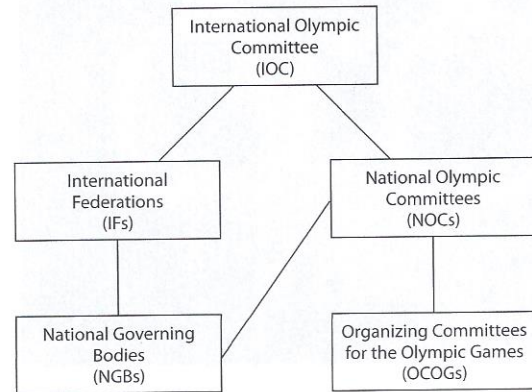
Movement in their respective countries. The NOCs promote the fundamental principles of Olympism at a national level within the framework of sports. On the other side of the Olympic structure are the **international federations (IFs)**, the organizations responsible for the administration of individual sport competitions throughout the world. For example, the International Amateur Athletics Federation (IAAF) oversees the World Track and Field Championships.

Related to both arms are the national federations (NFs) or **national governing bodies (NGBs)** and the **organizing committees for the Olympic Games (OCOGs)**. The NGBs operate within the guidelines set forth by their respective IFs to administer a specific sport in a given country. USA Track and Field is the NGB or NF in the United States that selects athletes to compete in the World Track and Field Championships. The OCOGs are the organizations primarily responsible for the operational aspects of the Olympic Games. The OCOGs have to converse with the NOC of the country hosting the Games as well as with the IFs. Each of these organizational entities is explored in depth in the following discussion.

The International Olympic Committee

The defined role of the IOC is to promote Olympism in accordance with the Olympic Charter. The IOC is a nongovernmental, nonprofit organization based in Lausanne, Switzerland. The Olympic Charter is the codification of the fundamental principles, rules, and by-laws adopted by the International Olympic Committee. The Charter governs the organization and operation of the Olympic Movement and stipulates the conditions for the celebration of the Olympic Games. As such, the IOC has a key role because it is the final authority on all questions concerning the Olympic Games and the Olympic Movement.

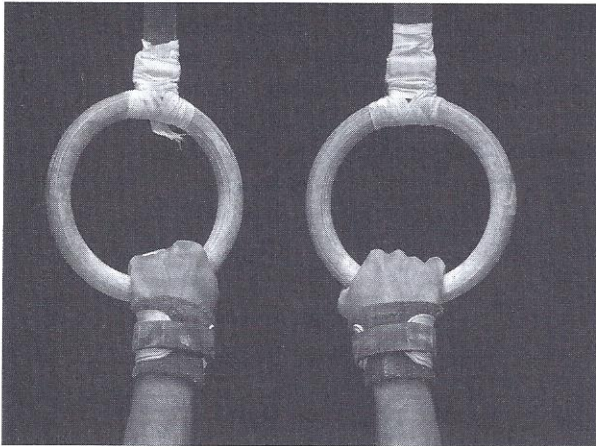
FIGURE 9-1 Organizational Structure of the Olympic Movement



Source: J. M. Gladden.

The IOC owns exclusive rights to the Olympic Games, the Olympic symbol (the five rings used alone, in one or in several colors), the Olympic flag (white background with the Olympic symbol in its five colors located in the center), the Olympic anthem, the Olympic motto ("Citius, Altius, Fortius," meaning "swifter, higher, stronger"), the Olympic flame, and the Olympic torch. Corporations wanting to use any of these marks must first pay the IOC a rights fee.

The IOC is governed by its members, who are self-selected (i.e., there is no outside vote on who is an IOC member). IOC members are its representatives in their respective countries and not delegates of their countries within the IOC. IOC members must speak at least one of the languages used at the IOC sessions (French, English, German, Arabic, Spanish, and Russian). There cannot be more than one member elected per country, except in the case of countries that have hosted an Olympic Games. In this case, countries are allowed two members. The IOC initially consisted of 14 members, with Demetrius Vikelas (of Greece) as its president. Today it has 106 members, 22 honorary members, and 1 honor member. The



late Juan Antonio Samaranch was an Honorary President for Life.

The IOC is governed by three bodies: the Session, the Executive Board, and the president. The IOC Session, the general meeting of IOC members, is held at least once a year and is the supreme operating entity of the IOC. However, the president can call an extraordinary session if necessary. In these general sessions, the IOC members elect one president, four vice-presidents, and 10 additional members to form the executive board. The main function of the Session is to adopt, modify, and interpret the Olympic Charter. Its decisions are final.

The Executive Board meets several times a year outside the Session to fulfill the duties assigned to it by the Olympic Charter. The Executive Board manages the affairs of the IOC, including approval of the IOC internal organization, management of the IOC's finances and preparation of the annual budget, presentation of a report to the Session on any proposed change of rules or by-laws, submission to the IOC Session of the names of persons it recommends for IOC membership, supervision of the procedure for acceptance and selection of candidatures for the organization of the Olympic

Games, and performance of all other duties assigned to it by the Session.

The president heads the International Olympic Committee and is elected by IOC members by secret ballot for an initial term of eight years, renewable once for four additional years. The president presides over all activities of the IOC, acting as its permanent representative. In addition, the president can nominate special commissions to study certain specific subjects and submit recommendations to the Executive Board. Some of these special commissions are joint, comprising members of the IOC, representatives of the IFs and NOCs, technicians, consultants, and specialists. Examples of these commissions include the IOC Radio and Television Commission, Press Commission, Finance Commission, Medical Commission, and Athletes Commission.

National Olympic Committees

The NOCs are responsible for developing and protecting the Olympic Movement in their respective countries, in accordance with the Olympic Charter. Specifically, NOCs are responsible for the following:

- Supporting the fundamental principles of Olympism in their countries
- Ensuring the observance of the Olympic Charter in their countries
- Encouraging the development of high-performance sport as well as sport for all within their respective countries
- Assisting in the training of both athletes and sport administrators
- Representing their respective countries at the Olympic Games and at regional, continental, and world multi-sport competitions patronized by the IOC.

In addition, NOCs have the authority to designate cities that may bid to host Olympic Games in their respective countries.

The NOCs are organized regionally. The umbrella organization is the Association of National Olympic Committees (ANOC). Underneath ANOC, the NOCs are organized into five regional NOC organizations: the Association of National Olympic Committees of Africa (ANOCA), the Olympic Council of Asia (OCA), the Pan American Sports Organization (PASO), the European Olympic Committees (EOC), and the Oceania National Olympic Committees (ONOC). There are currently 203 NOCs spanning five continents.

Before existing as an NOC, an organization must be recognized by the IOC. Recognition can be granted only to an NOC whose jurisdiction coincides with the limits of the country in which it is established and has its headquarters.

The United States Olympic Committee

The NOC for the United States is the United States Olympic Committee (USOC). The USOC is the organization mandated by Congress under the Amateur Sports Act of 1978 (as amended by the Stevens Amendment of 1998) to govern activities in the United States related to the Olympic Games, Paralympic Games, and Pan American Games. The USOC represents Olympic, Paralympic, and Pan American sport athletes, coaches, administrators, and the American people who support the Olympic Movement. Most important, the USOC is responsible for sending the U.S. Olympic teams to the Olympic Games, Paralympic Games, and Pan American Games. USOC affiliated organizations include four categories: Olympic and Paralympic Training sites, Community Olympic Development Programs, community partners, and multi-sport organizations.

The organizational structure of the USOC includes an executive committee and a board of directors. The executive committee meets as often as needed and is responsible for supervising the conduct of the business affairs of the USOC, according to the policy guidelines

prescribed by the board of directors. The board of directors carries out the purposes and objectives of the USOC. It meets twice a year, unless otherwise decided by the constituency.

Organizing Committees for the Olympic Games

The honor of hosting the Olympic and Paralympic Games is entrusted by the IOC to the city designated as the host city of the Olympic and Paralympic Games. This honor is given to a city after it has gone through the bidding process. The bidding process has become increasingly complex due to the enhanced interest in hosting the Games.

The corruption crisis in 1998 in Salt Lake City brought many changes at the IOC. The crisis revealed that the IOC faced serious problems regarding its composition, organization, and role as well as some of its procedures—in particular the selection of host cities for the Olympic and Paralympic Games. Criticism came when Salt Lake City admitted having influenced the votes of critical IOC members in its pursuit of hosting the Olympic and Paralympic Games.

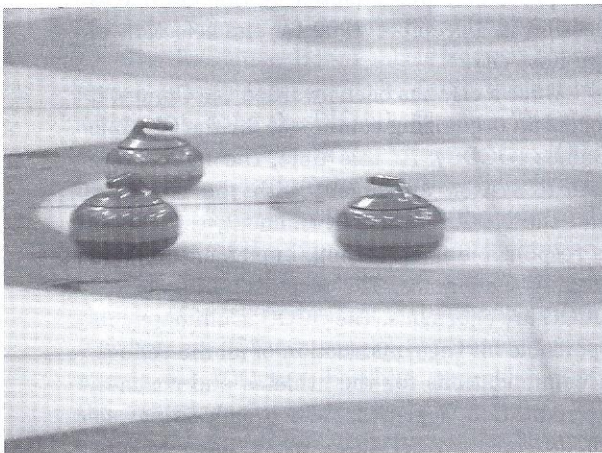
The crisis brought a positive side because it allowed the formation of a commission (IOC, 2002) that studied the crisis and brought solutions to the table. As a result of its work, a new procedure was adopted by the 110th IOC Session in December 1999 for the selection of the host city.

Once a city has been awarded the Games, it forms an organizing committee for the Olympic Games (OCOG). At this time, the IOC enters into a written agreement with the host city and the NOC. From that moment, the OCOG is responsible for planning, implementing, and staging the Games. The responsibilities of the OCOG are enormous. The OCOG is ultimately responsible for the construction of all the venues, accommodations for the athletes and coaches, accreditation, logistics, host broadcasting, security, medical services, technology, tickets,

transportation, communications, finances, risk management, government relations, protocol, volunteer services, operations, and sports competition, among other duties. It must also establish a marketing program and sign sponsorship agreements separate from those implemented by the IOC. The OCOG is also responsible for staging the Paralympic Games.

International Federations

IFs are the international governing bodies for one or several sports throughout the world. They are nongovernmental organizations recognized by the International Olympic Committee to administer one or more sports at the world level and encompass organizations administering such sports at the national level. IFs must petition for formal recognition by the IOC. To be recognized, these organizations must apply the Olympic Movement Anti-Doping Code and conduct effective out-of-competition tests in accordance with the established rules. The IOC then grants two years (or any other period fixed by the Executive Board) of provisional recognition during which the IOC observes the federation to determine whether it deserves official recognition. At the end of such a period, the



recognition automatically lapses in the absence of definitive confirmation given in writing by the IOC.

After each Olympic Games, the IOC reviews the Olympic Programme and determines whether new sports or new events should be added. At this time, IFs recognized by the IOC but not included on the Olympic Programme can petition to be included. For a sport to be included on the Summer Olympic Programme, it must be practiced by men in at least 75 countries on four continents and by women in at least 40 countries on three continents. To be included on the Winter Olympic Programme, a sport must be practiced in at least 25 countries on three continents.

The IFs can be classified under different categories:

- All the recognized international federations whose sports are not part of the Olympic Programme form the Association of IOC Recognized International Sports Federations (ARISF).
- All the recognized international federations whose sports appear on the Olympic Programme are known as International Olympic Federations. The ones whose sports appear on the Summer Olympic Programme are grouped under the Association of Summer Olympic International Federations (ASOIF). The ones whose sports appear on the Winter Olympic Programme are grouped under the Association of International Winter Sports Federations (AIWF).
- All the federations are grouped under the General Association of International Sports Federations (GAISF).

International Federations are run as international organizations, with their staffs determined by financial resources and objectives. **Table 9-1** presents a listing of the IFs. **Table 9-2** presents their Web site addresses. Sports

TABLE 9-1 International Sport Federations (Recognized Olympic Sports)

Sport	International Federation	Abbreviation
Aquatics	Fédération Internationale de Natation	FINA
Archery	International Archery Federations	FITA
Athletics	International Association of Athletics Federation	IAAF
Badminton	Badminton World Federation	BWF
Baseball	International Baseball Federation	IBAF
Basketball	Fédération Internationale de Basketball	FIBA
Biathlon	International Biathlon Union	IBU
Bobsleigh	International Bobsleigh & Tobogganing Federation	FIBT
Boxing	International Boxing Association	AIBA
Canoe/kayak	International Canoe Federation	ICF
Curling	World Curling Federation	WCF
Cycling	Union Cycliste Internationale	UCI
Equestrian	Fédération Équestre Internationale	FEI
Fencing	Fédération Internationale d'Escrime	FIE
Football	Fédération Internationale de Football Association	FIFA
Golf	International Golf Federation	IGF
Gymnastics	International Gymnastics Federation	FIG
Handball	International Handball Federation	IHF
Hockey	International Hockey Federation	FIH
Ice hockey	International Ice Hockey Federation	IIHF
Judo	International Judo Federation	IJF
Luge	International Luge Federation	FIL
Modern pentathlon	Union Internationale de Pentathlon Moderne	UIPM
Rowing	International Federation of Rowing Associations	FISA
Rugby	International Rugby Board	IRB
Sailing	International Sailing Federation	ISAF
Shooting	International Shooting Sport Federation	ISSF
Skating	International Skating Union	ISU
Skiing	International Ski Federation	FIS
Softball	International Softball Federation	ISF
Table tennis	The International Table Tennis Federation	ITTF
Taekwondo	World Taekwondo Federation	WTF
Tennis	International Tennis Federation	ITF
Triathlon	International Triathlon Union	ITU
Volleyball	Fédération Internationale de Volleyball	FIVB
Weightlifting	International Weightlifting Federation	IWF
Wrestling	International Federation of Associated Wrestling Styles	FILA

Source: Gathered from http://www.olympic.org/uk/sports/index_uk.asp (2007), <http://www.internationalgolfederation.org/> (2010), and <http://www.irb.com/> (2010).

TABLE 9-2 Web Addresses for International Federations of Olympic Sports

Federation	Sport	Web Address
Fédération Internationale de Natation (FINA)	Aquatics	http://www.fina.org
Fédération Internationale de Tir à l'Arc (FITA)	Archery	http://www.archery.org
Badminton World Federation (BWF)	Badminton	http://www.bwfbadminton.org
International Biathlon Union (IBU)	Biathlon	http://www.biathlonworld.com
Fédération Internationale de Bobsleigh et de Tobogganing (FIBT)	Bobsleigh and Skeleton Sports	http://www.fibt.com
Association Internationale de Boxe Amateur (AIBA)	Boxing	http://www.aiba.org
International Canoe Federation (ICF)	Canoe/kayak	http://www.canoeicf.com
World Curling Federation (WCF)	Curling	http://www.worldcurling.org
Fédération Equestre Internationale (FEI)	Equestrian	http://www.horsesport.org
Fédération Internationale d'Escrime (FIE)	Fencing	http://www.fie.ch
Fédération Internationale de Gymnastique (FIG)	Gymnastics	http://www.fig-gymnastics.com
International Handball Federation (IHF)	Handball	http://www.ihf.info
International Judo Federation (IJF)	Judo	http://www.ijf.org
Fédération Internationale de Luge de Course (FIL)	Luge	http://www.fil-luge.org
Fédération Internationale des Sociétés d'Aviron (FISA)	Rowing	http://www.worldrowing.com
International Rugby Board (IRB)	Rugby	http://www.irb.com
International Sailing Federation (ISAF)	Sailing	http://www.sailing.org
International Shooting Sport Federation (ISSF)	Shooting	http://www.issf-sports.org
International Table Tennis Federation (ITTF)	Table tennis	http://www.ittf.com
World Taekwondo Federation (WTF)	Taekwondo	http://www.wtf.org/wtf_eng/main/main_eng.html
International Weightlifting Federation (IWF)	Weight lifting	http://www.iwf.net
Fédération Internationale des Lutttes Associées (FILA)	Wrestling	http://www.fila-wrestling.com

Source: http://www.olympic.org/sports/index_uk.asp, 2007.

such as basketball and football have large international federations, sometimes employing more than 25 people. In contrast, IFs for sports such as field hockey and team handball have very few employees.

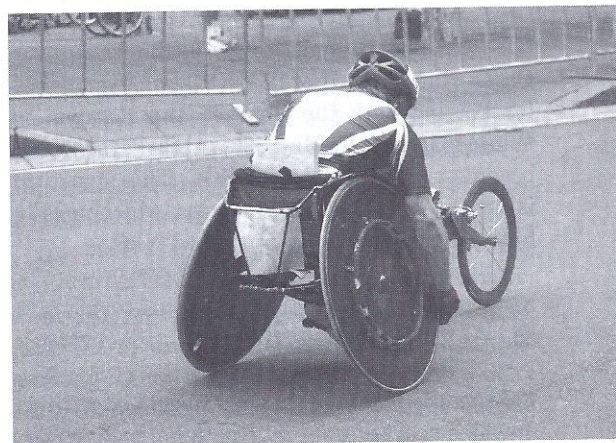
In addition to actual Olympic competitions, each IF sanctions international competitions and establishes its own eligibility rules. An IF can have one set of eligibility rules for the Olympic Games, which must be approved by the IOC, and another set of rules for all other international competitions. For example, the International Ice Hockey Federation (IIHF) could decide to use different eligibility standards during the World Cup of Hockey than during the Olympic Games.

National Governing Bodies

National governing bodies (NGBs), or national sports federations (NFs), are the organizations governing a specific sport within each country. Each IF recognizes a single NGB in each country participating in the sport. For example, in the United States, USA Basketball is the NGB for basketball recognized by Fédération Internationale de Basketball (FIBA), the international federation for basketball. An NGB's membership must be open to all national organizations concerned with promoting the sport. Each NGB is responsible for approving and sanctioning competitions open to all athletes in its country (United States Olympic Committee, 2010). For example, USA Track and Field is responsible for the coordination and administration of the United States Track and Field Championships. In addition, NGBs set national policies and eligibility standards for participation in their respective sports. Finally, NGBs are responsible for the training, development, and selection of the Olympic teams in their respective sports. USA Track and Field uses the United States Track and Field Trials to select the Olympic team for every Summer Olympic Games.

The Paralympic Games

The Paralympic Games, where the world's best athletes with physical disabilities compete, also represent one of the world's largest sporting extravaganzas. In 2004, 3,806 athletes from 136 countries competed at the Athens Paralympic Games (IOC, 2010). The Beijing Paralympic Games hosted 3,951 athletes from 146 countries (International Paralympic Committee, 2010a). A wide variety of athletes compete in the Paralympic Games, including amputees, wheelchair athletes, the visually impaired, dwarfs, athletes with cerebral palsy, and athletes with spinal cord injuries. Introduced in Rome in 1960, the Summer Paralympic Games have been held every Olympic year since. The Winter Paralympic competition began in 1976 in Sweden (Hums & MacLean, 2008). The 2006 Torino Paralympic Games had 474 athletes from 39 nations (International Paralympic Committee, 2010b) and the Vancouver Paralympic Games featured 502 athletes from 44 countries (International Paralympic Committee, 2010c). Starting in 1988 in Seoul, South Korea, the Paralympic Games immediately followed the competition dates of the Olympic Games and shared common facilities.



Organizers of the Paralympic Games face the same major challenge as organizers of the Olympic Games: raising money to cover operating costs. With the Paralympic Games increasing in size and scope, the Games must generate revenues from corporate sponsorships, licensing agreements, and ticket sales. For example, in 2003 the International Paralympic Committee (IPC) signed an exclusive partnership agreement with VISA. VISA has extended its sponsorship of the Olympic and Paralympic Games through 2012 and has become a Worldwide Partner as evidence that Paralympic sponsorship has grown. The International Paralympic Committee also added three other Worldwide Partners—Otto Bock Healthcare, Samsung, and Atos Origin—and created a second level of sponsorship called *Patrons* and a third known as *Ambassadors*. Two Gold Patrons are Allianz and Deutsche Telekom. The Paralympic Games face an added challenge in that they are not governed by the IOC and thus do not share in the millions generated by the Olympic Movement. Instead, the Paralympic Games are governed by the International Paralympic Committee (IPC). The Paralympic Games have an organizational structure similar to that of the Olympic Games. The IPC oversees national Paralympic committees (NPCs). Since the 2004 Athens Games, the management of the Olympic and Paralympic Games has been overseen by the Organizing Committee for the Olympic Games (OCOG). For example, in 2010, the Vancouver Organizing Committee (VANOC) was responsible for staging both the Olympic and Paralympic Winter Games. In May 2001, U.S. Paralympics became a division of the USOC. This structure is not the case in other countries, which usually have an independently operating NPC.

■ CAREER OPPORTUNITIES

This chapter examines a wide variety of settings in which sport crosses international boundaries.

It is evident that significant growth is occurring in each of these settings. As a result of such development, a wide variety of career opportunities are potentially available to future sport managers. Before discussing the areas in which job opportunities may exist, it is important to note two unique competencies required of most international sport managers. First, with the many different languages spoken throughout the world, working in the sport industry in other countries requires that sport managers be multilingual. Therefore, the future sport manager should take every opportunity to learn a second language. Second, different countries have different customs. Sport managers must not only make themselves aware of these customs but also must appreciate and accept the differences that exist.

Corporate Sport

With corporations throughout the world expanding the markets for their products through sport, increased opportunities will open up for experts in international sport management. Regardless of whether a corporation is sponsoring the Olympic Games or a 3-on-3 basketball tournament in Paris, sport management experts are needed to ensure that a corporation's association with the sporting event is maximized. Corporations (both sport- and non-sport-related) may have job openings specifically in international sport.

Professional Sport Leagues

Professional sport leagues are aggressively attempting to expand the popularity of their leagues in markets throughout the world. Trained sport managers are needed to help the leagues increase their visibility through broadcasting agreements, licensing agreements, exhibition games, marketing athletes, and grassroots pro-

grams. In fact, professional sport leagues have international divisions within league offices and also place a number of employees in overseas offices. For example, the Sydney, Australia, and Tokyo, Japan, offices of MLB employ people who focus on increasing the distribution and promotion of MLB in Australia and Japan, respectively. In Australia, these efforts include working with local retailers to sell MLB-logoed hats and T-shirts, as well as working with Australian television stations to secure broadcast coverage of MLB in Australia.

Sport Marketing Companies

As highlighted in Chapter 11, Sports Agency, and Chapter 13, Event Management, behind nearly every major event is a sport marketing company. This is also true with respect to international sport. Corporations, Olympic organizations, and professional sport leagues regularly hire sport marketing agencies to coordinate their international efforts. For example, even though the NBA and Nike sponsor the NBA 3-on-3 basketball tour throughout Europe, these street basketball events are organized, marketed, and administered by Streetball Partners, a Dallas-based company specializing in grassroots tournaments. To coordinate the various tournaments held throughout Europe, a number of Streetball Partners employees travel throughout Europe organizing and managing these tournaments. International Management Group (IMG), the largest sport marketing agency, has over 2,600 employees in more than 60 offices in 30 countries (IMG, 2007).

Numerous sport marketing companies work integrally with the Olympic Games. Several years ago the IOC started working with Meridian as the marketing agency for the IOC and **The Olympic Partner (TOP)** program. Meridian, founded in January 1996, has its headquarters in Lausanne, Switzerland, and a U.S. office in Atlanta. Octagon and IMG have Olympic clients,

mainly Olympic sponsors and Olympic athletes. To support their clients, both of these agencies have offices around the world.

International Olympic Committee

The IOC is an international organization, and most of its staff has international experience. Language skills are mandatory to work for the IOC, and most IOC employees are fluent in either French or English. A sport manager interested in working for the IOC should identify his or her area of interest and contact the appropriate department within the IOC. Some departments offer internship programs. If a sport management student is interested in pursuing this approach, it is important to consider the time and distance factors and start the application process well in advance.

Organizing Committees for the Olympic Games

Jobs become available with the organizing committees for the Olympic Games from the time the committee is formed (about six years prior to the Games). However, the last three years before the Games are a crucial time for recruiting the right staff to work the Olympic and Paralympic Games. The available jobs can be related to any of the aspects needed to organize the Games, including administration, hospitality, international relations, logistics, protocol, technology, transportation, and ticketing. Usually jobs with OCOGs are temporary, lasting until the Games are over. However, some people work for one organizing committee after another because they have become experts in a specific area and enjoy living in a variety of different settings. The most appealing part of working for an organizing committee is receiving a unique experience. The drawback is that it is temporary and usually there is not much

opportunity to grow inside the organization. Most of the time, an employee is hired to perform a specific task, and there is not much room for advancement.

National Olympic Committees

Different job opportunities exist within a National Olympic Committee. Depending on its size, an NOC can have anywhere from zero to 100 or more employees. In the United States, the USOC is a large organization, employing approximately 100 people. This number can increase with temporary jobs during Olympic/Paralympic years. In the case of the USOC, many employees are hired via internships. The USOC offers a formal internship program, soliciting applications and conducting interviews prior to hiring interns. Job opportunities at the USOC vary, but include positions in athlete development, broadcasting, coaching, corporate sponsorship, fundraising, government relations, grants, human resources, international games preparation, international relations and protocol, legal aspects, licensing, management information systems, marketing, national events and conferences, public information and media relations, sports medicine, sports science, sports for people with disabilities, and training centers. In addition, the NOC may be helpful in securing a position with one of the many NGBs within each country's sport movement. Again, the number of opportunities will vary greatly from country to country and from sport to sport.

International Paralympic Committee

The IPC is headquartered in Bonn, Germany. Similar to the IOC, the IPC offers employment opportunities for sport managers, including interns. Sport managers interested in working for the IPC should contact its office directly for

additional information. Just as with the IOC, language fluency is necessary.

■ CURRENT ISSUES

Cultural Awareness and Sensitivity

Individuals and organizations conducting business in different cultures need to appreciate differences in the world and understand how the same sport can be interpreted differently from country to country, and from culture to culture. Similarly, the advertising message must be adapted to account for differences in local culture and laws (Miller, 1996). People speak hundreds of different languages, and myriad dialects of those languages are spoken throughout the world. In addition, customs and traditions in one country may be perceived as disrespectful in another country. Therefore, when selling products overseas, some degree of adaptation to the local or regional culture is necessary.

In undertaking any international sport management effort, the sport manager must always be sensitive to **cultural differences**. Nike tailors the presentation of its product to the markets it serves. For example, Nike has always portrayed an anti-establishment image, allying with athletes who were prone to challenge conventional wisdom or accepted traditions. However, as Nike attempts to expand into the global marketplace, it has found that such a brash stance is frowned upon in many countries throughout the world (Thurow, 1997). Rather than attempting to buck established tradition, Nike must instead focus on respecting the cultures of other countries. Thus, in its initial efforts to sell more shoes in Europe, Nike featured a number of popular professional athletes in opera-themed ads. Incorporating one of Europe's most popular traditions, the opera, into its advertising enabled Nike to sell products to Europeans.

Foreign Student-Athletes in U.S. Colleges and Universities

In addition to the presence of international players in U.S. professional sport leagues, U.S. colleges and universities have seen an increase in the number of foreign student-athletes competing in intercollegiate athletics (Popp, Hums, & Greenwell, 2009). Foreign student-athletes have been participating in intercollegiate athletics since the early 1900s. In the late 1950s and early 1960s, college coaches began recruiting older foreign student-athletes who had several years of experience with international teams from their respective countries. In an effort to curb this practice, the National Collegiate Athletic Association (NCAA) ultimately implemented a rule whereby a student-athlete loses a year of eligibility for every year any student-athlete competes after his or her twentieth birthday (Barr, 1996). The implementation of this rule has not had a dramatic effect on the recruitment of foreign student-athletes. In fact, participation by foreign student-athletes is on the rise (see Chapter 8, Collegiate Sport). Although some people argue that there are too many foreign student-athletes, others suggest the presence of foreign student-athletes improves the caliber of play in U.S. colleges and universities.

Marketing the Olympic Games

Today, all levels of the Olympic Movement rely heavily on revenues from broadcasting and sponsorship agreements.

■ BROADCASTING RIGHTS

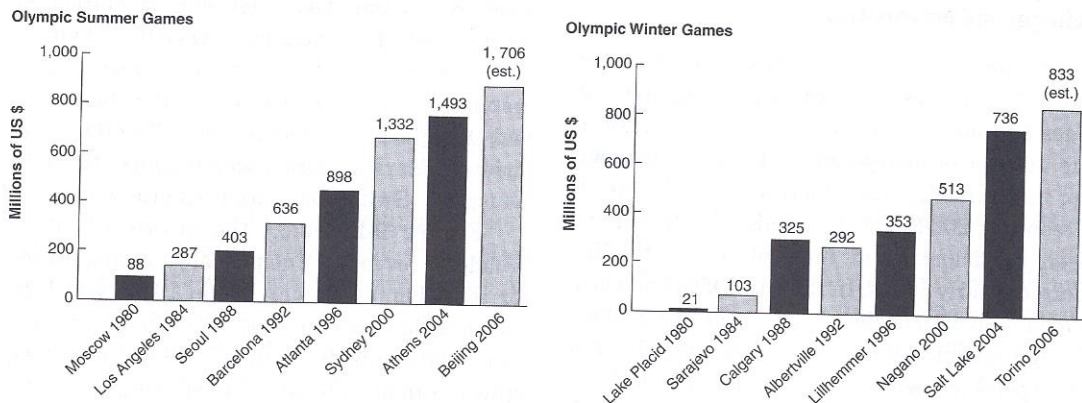
Broadcasting rights fees are significant for the IOC, since they account for 50% of all Olympic revenue (International Olympic Committee, n.d.). The IOC delegates the responsibility for a broad portfolio of marketing opportunities, including the development and implementation

of the Olympic broadcast rights and marketing strategy, to the IOC Television & Marketing Services SA. This includes negotiating Olympic broadcast rights and TOP sponsor contracts, and managing and servicing the TOP Programme and Olympic brand management. The IOC Television & Marketing Services SA has offices in Lausanne, Switzerland, and Atlanta, Georgia.

Figure 9-2 depicts the growth of global broadcast revenues. The primary funding source for the Olympic Games in the 1980s was U.S. broadcasting revenue. Recently, Olympic broadcast rights outside of the United States have grown dramatically, thereby reducing the Olympic Movement's dependency on U.S. broadcast revenue. The additional broadcasting revenue has supported the Olympic Organizing Committees, the World Anti-Doping Agency, and international federations (International Olympic Committee, n.d.).

The IOC's long-term broadcasting strategy is to increase revenue and secure a consistent sum for the Olympic Movement and future host cities while avoiding market fluctuations. Establishing long-term rights fees contracts with profit-sharing arrangements and commitments to provide additional Olympic programs and guaranteed improved global coverage are related goals. Finally, a specific marketing strategy is to forge stronger links among sponsors, broadcasters, and the Olympic family to promote an agenda that goes beyond the Games to support the entire Olympic Movement.

Deals have been signed with broadcasters having prior experience in televising the Olympic Games, thus ensuring the broadest coverage and best possible production quality for viewers. The IOC has often declined higher offers for broadcast on a pay-per-view basis or when a broadcaster could reach only a limited part of the population, as this is against Olympic Broadcast Policy. This fundamental IOC policy, which is set forth in the Olympic Charter, ensures the

FIGURE 9-2 Global Broadcast Revenue for Olympic Games

Source: IOC. (2001 July). *Marketing Matters*. © International Olympic Committee. Reprinted with permission.

maximum presentation of the Olympic Games by broadcasters around the world to everyone who has access to television. Rights are sold only to broadcasters that can guarantee the broadest coverage throughout their respective countries free of charge ("Olympic Broadcasting," 2007).

■ SPONSORSHIP SALES

All levels of the Olympic Movement (IOC, NOCs, OCOGs, IFs, and NGBs) rely on sponsorship sales to finance their operations. Following the IOC principles established in the Olympic Charter, there are three levels of sponsorship for the Olympic Games: The Olympic Partner Program, NOC sponsorship program, and OCOG sponsorship programs.

The Olympic Partner Program

As touched on previously, the Olympic sponsorships sold by the IOC and its selected agencies are referred to as The Olympic Partner Program (TOP). Based on the success of the

1984 Los Angeles Olympic Games, in 1985 the IOC established TOP, under which corporations pay millions of dollars for status as an official Olympic sponsor for a four-year period (quadrennium). Some current TOP members include McDonalds, Coca-Cola, Samsung, and VISA, among others.

NOC Sponsorship Programs

NOCs have their own sponsorship programs as well. The NOCs usually use these programs to target domestic companies in an effort to generate funds for the development and travel of their Olympic teams. The TOP sponsors are encouraged to sign agreements with each of the NOCs. A preference in each category will be given to the TOP sponsor before the NOC signs with another company to protect its rights.

OCOG Sponsorship Programs

An OCOG also identifies and targets its own sponsors. However, it needs approval from both the IOC and the host country NOC.

Doping

Doping allegations have dominated the media coverage of several international sports, such as Olympic events, the Tour de France, World Cups, and many others. Doping is "the deliberate or inadvertent (accidental) use by athletes of banned substances or methods that may enhance performance" (Sports Medicine Australia, 2006, p. 44). Many athletes in competitive sports have turned to doping as a means of gaining an advantage. Famous cases, such as the East German swim team of the 1970s and the cycling bust on the eve of the 2006 Tour de France, may lead some to believe that doping is problematic only in certain sports and in certain countries, but this is not the case. In recent years, cases of doping have arisen across a variety of sports and in numerous countries.

After a drug scandal in cycling in 1998, the IOC recognized the severity of the doping issue and convened a World Conference on Anti-Doping. In 1999, the World Anti-Doping Agency (WADA) was established with the goal of coordinating and promoting the fight against doping on an international scale. WADA was set up as an independent international agency funded by the world's governments and sport programs, and remains universally accepted as the authority in anti-doping efforts. Guidelines and principles developed by WADA (the Code) have been adopted by the IOC, the IPC, all Olympic and Paralympic sports, national Olympic and Paralympic committees, athletes, national anti-doping organizations, and international agencies (World Anti-Doping Agency, n.d.).

WADA works with both athletes and organizations to protect athletes from the potentially harmful effects of performance-enhancing drugs and strives to create an equal playing field for athletic competition. In addition, WADA coordinates anti-doping programs at the international and national levels (World Anti-Doping Agency,

2003). International cooperation among countries allows a worldwide standard of definitions and procedures to be put in place, in a system that replaces the isolated and disjointed efforts by individual governing bodies.

One of WADA's most visible functions is as a testing agency. It conducts "out-of-competition," or "year-round," testing for athletes. It also provides independent observers to monitor procedures at events such as the Olympic Games, Paralympic Games, FIBA World Championships (basketball), and Commonwealth Games. In addition to testing, the agency provides education, funds research, and conducts athlete outreach to connect one on one with athletes worldwide.

The IOC has stated that the fight against doping is its top priority. As a consequence, the IOC is adopting a zero-tolerance policy at Olympic events. Through a concerted effort among governments, WADA, and the world of sport, the IOC strives to educate athletes about the detrimental effects doping can have on health, the credibility of sport, and the athlete's career.

■ SUMMARY

Today, more than ever, corporations, sport leagues, and sport governing bodies are attempting to increase their popularity and revenues in international markets. Technology, particularly with respect to the transmission of visual images, greatly enhances the ease with which sport managers can introduce their products to foreign markets. In effect, the world is becoming smaller. Corporations are attempting to capitalize on this trend by sponsoring international sporting events in an effort to increase the distribution channels for their products. Major professional sports worldwide are attempting to utilize the shrinking marketplace to increase exposure for their respective leagues and sports in an effort to expand their revenue bases. This

CASE STUDY: Growing Australian Rules Football in the United States

Australian Rules Football (Aussie Rules) is the number one spectator sport in Australia, but only recently has been seen on an international scale. In 1997, the United States Australian Football League (USAFL) was founded with the mission of growing Aussie Rules in the United States. In particular, the USAFL's stated mission is to develop Australian Rules Football through "promoting awareness and knowledge of the Australian culture, by promoting a sense of community among USAFL clubs and club members, and by fostering women's and junior programs across the United States" (United States Australian Football League, 2010).

In April 2007, when the USAFL Board met in Louisville, Kentucky, it was noted that in ten years the league had expanded to the point where it had more than 35 teams, located in nearly every major market in the United States, with over 2,000 players. At the meeting the Board discussed the goals of the league for the next ten years. It agreed on three primary goals for the next decade: (1) to grow the league to more than 10,000 participants, (2) to have 1% of the U.S. population become aware of and interested in Aussie Rules, and (3) to secure four new league sponsors.

A. J. Hudson, Director of Development, was put in charge of devising a plan to create and foster awareness and increase participation in Australian Rules Football. Hudson walked away from the meeting and started asking himself, "How will I generate interest in a game that only a limited number of people have heard of? How will I convince Americans to participate in a sport that is relatively new to the country? How will I position Aussie Rules to compete against baseball, American football, basketball, and hockey? Which community stakeholders could I get involved to help me with this project?"

Hudson knew that his budget was limited, because the USAFL is a nonprofit organization. He had to find a way to spread the word about the USAFL with a very limited budget.

Questions for Discussion

1. How could Hudson create awareness and interest in Aussie Rules?
2. What could Hudson do to inform the public of the league?
3. How should Hudson position Aussie Rules so that it is seen as an attractive alternative to American football, baseball, basketball, and hockey?
4. Which community groups could Hudson target to become involved with Aussie Rules?
5. Toward which target markets should Hudson focus his marketing campaign?
6. Which stakeholders (or sponsors) could Hudson approach to help to reach the USAFL's goals?



is true for both the popular North American professional sports as well as for the world's most popular sport, football. Ultimately, both corporations and professional sport leagues are attempting to improve the global appeal of their products, and to do so they must hire people with experience in international sport management.

The Olympic Movement also offers career opportunities for sport managers. Whether at the top with the IOC, or with an NOC, NGB, or OCOG, the opportunities within the Olympic and Paralympic Movements continue to increase as the size, proportion, and number of competitions continues to grow.

Such growth creates an increased need for revenues. Such financing, most often in the form of sponsorships, is heavily reliant on the corporate sector. Thus, sport managers are needed to sell sponsorships and assist the corporations in implementing their sponsorship programs.

There is clearly a diversity of opportunities for the sport manager interested in international sport. Further, because technology will continue to improve and trade barriers between countries will continue to diminish, the volume of opportunities in international sport will increase. However, to capitalize on these opportunities, the sport management student must become knowledgeable about and sensitive to the cultures of other countries. The prospective international sport manager should also be prepared to learn new languages because multilingual capabilities are necessary at the highest levels of international sport.

■ RESOURCES

Beijing Organizing Committee for the Games of the XXIX Olympiad (BOCOG)

Beijing Olympic Tower
267 Beishuanzhonglu
Hajdan, Beijing

P.R. China
100083
(86010) 66 69 9185; fax: (86010) 66 69 9229
<http://www.beijing2008.com>

IMG International Headquarters

McCormack House
Hogarth Business Park
Burlington Lane
Chiswick London W4 2TH
(44) 208-233-5300; fax: (44) 208-233-5301

International Olympic Committee

Chateau de Vidy
Lausanne CH 1009
Switzerland
41-21-612-6111
<http://www.olympic.org>

London 2012

One Churchill Place
Canary Wharf
London E14 5LN
United Kingdom
0203-2012-000

Major League Baseball International Partners

350 Park Avenue, 22nd Floor
New York, NY 10022
212-350-8304
<http://www.mlb.com>

Major League Soccer/Soccer United Marketing

110 E. 42nd Street, Suite 1000
New York, NY 10017
212-687-1400
<http://www.mls.com>
<http://www.sumworld.com/>

National Basketball Association International

645 Fifth Avenue
New York, NY 10022
212-407-8000; fax: 212-832-3861
<http://www.nba.com>

Octagon

The Grace Building
1114 Avenue of the Americas, 18th floor
New York, NY 10036
212-597-8170
<http://www.octagon.com>

United States Olympic Committee

One Olympic Plaza
 Colorado Springs, CO 80909
 719-578-4654
<http://www.olympic-usa.org>

VANOC

3585 Gravely Street #400
 Vancouver, BC V5K 5J5
 Canada
 778-328-2010
 778-328-2011
<http://www.vancouver2010.com>

World Anti-Doping Agency (WADA)

Stock Exchange Tower
 800 Place Victoria, Suite 1700
 P.O. Box 120
 Montreal, Quebec H4Z 1B7
 Canada
 514-904-9232
 514-904-8650
<http://www.wada-ama.org>

■ **KEY TERMS**

cultural differences, global strategy, grassroots efforts, international federations (IFs), International Olympic Committee (IOC), licensed merchandise, national governing bodies (NGBs), nationalism, National Olympic Committees (NOCs), Olympism, organizing committees for the Olympic Games (OCOGs), The Olympic Partner Program (TOP)

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