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Major Sport Event Television Broadcast and Sport Development Legacy: A Case Study of the International Cricket Council Cricket World Cup 2015.

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**Major Sport Event Television Broadcast and Sport Development Legacy:
A Case Study of the International Cricket Council Cricket World Cup
2015**

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Philosophy

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Abstract

Major sport events have the potential to deliver positive legacies for society. One such legacy is sport development. This research project examined how Cricket Australia attempted to achieve sport participation legacy from hosting the International Cricket Council (ICC) Cricket World Cup 2015. A case study approach, using qualitative analytical methods was used. This qualitative, case study comprised of document analysis and semi-structured interviews. Document analysis included an investigation of strategic leverage and legacy documentation, including annual reports, communications, community engagement and participation infrastructure documentation and digital sources. Research participants such as board members, Chief Executive Officers, communications, media, marketing, sport development personnel, and administrators at the club level were recruited for semi-structured interviews.

The study's findings highlight how a major sport event can be leveraged to achieve certain outcomes, both short and long term; but significantly, they also show how important opportunities can be missed. Specifically, this study highlights how the trickle-down effect guided the host sport governing body's participation legacy strategies and leverage actions that resulted in missing a vital opportunity to stimulate sport participation in the process. The project demonstrated that although Cricket Australia had participation legacy aspirations, the assumptions underpinning its leverage activities – delivery of a successful event, relationship development and provision of participation infrastructure – were fundamentally flawed. Rather than link target audiences directly with these participation programs, Cricket Australia management assumed that strong media, public relations, promotions, and community engagement activities would be sufficient to stimulate interest in participation. This is where major sport event-generated media, and especially the event's television broadcast, *should have* fit in as a means of communication between Cricket Australia and their target audience for participation messages.

This study reveals potential links between a Local Organising Committee's short-term, event-related media management, public relations, promotions and community engagement activities, and a host sport governing body's leverage activities directed at encouraging participation outcomes. Consequently, this study provides a different perspective on Chalip's (2004) positioning of event-related media as exclusively for longer-term leverage. This study also extends research concerning entry-level participation infrastructure provision. Not only is this infrastructure required, it must be publicised and effectively

communicated to its target audiences. This project extends such knowledge by illustrating the possibility to go beyond mere communication of event attendance opportunities, and to leverage the major sport event to encourage long-term awareness of the sport directly into ongoing school-based curricula, and thus achieve potentially deeper levels of engagement and attachment.

This study can provide guidance for host sport governing bodies on how to communicate with the public around major sport events regarding sport participation. Due to the power of major sport event media in generating broad-based exposure as well as influencing public opinion, perception and cultural attitudes, a host sport governing body's media, public relations, promotions and community engagement plans offer valuable opportunities to achieve sport participation legacy.

Key words: major sport event media; participation infrastructure; trickle-down effect

Declaration by Author

This thesis is submitted to Bond University in fulfilment of the requirements of the degree of Master of Philosophy (MPhil).

This thesis represents my own original work towards this research degree and contains no material that has previously been submitted for a degree or diploma at this university or any other institution, except where due acknowledgement is made.

Peter John Slattery

16 December, 2019

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International Cricket Council	ICC
Local Organising Committee	LOC
Major Sport Event	MSE

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Chapter 1 Introduction

Major sport events (MSEs) play a large role in the sport industry. Events such as the International Cricket Council (ICC) Cricket World Cup attract significant media attention and television audiences. The ICC Cricket World Cup 2015, held in Australia and New Zealand, generated a global television audience of over a billion people (Local Organising Committee, 2015), with the final between Australia and New Zealand peaking at 4.218 million viewers in Australia (Sinclair, 2015). The role of television broadcasting of major sport events in attracting large numbers of viewers is an opportunity, in a practical sense, that sport governing bodies can leverage for sport development legacy. It is also an area that has received minimal academic attention; therefore, justifying research into such an important feature of the sport industry.

This chapter will firstly discuss the research problem, before revealing the research questions underpinning the project. The researcher will then consider the theoretical and practical implications of the study, before providing a brief historical overview of the game of cricket, and then concluding remarks.

1.1 Introduction to the research problem

Major sport events form a substantial part of today's global sport market. Major sport events can be defined as sport events that are international in scale, drawing significant media attention, and encouraging interest in the general public well beyond the local hosting area (Dowson & Basset, 2015). These types of sporting events receive significant support from stakeholders such as governments, corporations and sport governing bodies in pursuit of targeted outcomes. These outcomes can be categorised as impacts (short term outcomes) and legacies (longer term outcomes). Major sport event legacy, a primary focus of this research project, is concerned with structures created for and remaining after an event, such as the improved profile of a host city resulting in increased tourism visitation, improvement in transportation and sporting infrastructure, as well as development of sport (Preuss, 2007).

Sport development involves initiatives designed to create a sustainable future for a sport through improving the relationship between elite participation and community participation (Shilbury, Deane, & Kellett, 2006; Shilbury, Sotiriadou, & Green, 2008). Sport development is concerned with stakeholders such as sport governing bodies creating processes that encourage, maintain and foster sport participation (Sotiriadou, Shilbury, & Quick, 2008). Development, in relation to sport systems, then, involves stakeholders allocating human and financial resources towards creating strategies and pathways that

strengthen sport participation opportunities and outcomes. Sport development is of importance to this study as it alludes to the potential of sport governing bodies to proactively plan and action the development of their sport.

One sport development strategy undertaken by sport governing bodies is the hosting of major sport events. Sport governing bodies host major sport events with the belief that they deliver positive outcomes. One way to achieve positive outcomes is through event leveraging activities. Event leverage involves strategic activities focused on achieving predetermined long-term objectives from events (Chalip, 2004). Another aspect to the hosting of major sport events and delivery of positive outcomes, is a phenomenon known as the trickle-down effect. Although there is little academic support for the trickle-down effect, it is based on an assumption that simply hosting a major sport event alone (minus any leveraging activities) will inspire the general population to get active, and therefore deliver sport development legacy (Frawley, Veal, Cashman, & Toohey, 2009; Hogan & Norton, 2000). Arguing that leveraging activities are required to fully capitalise on the hosting of a major sport event, Chalip (2004) developed a *General Model for Sport Event Leverage*. Although Chalip's work is discussed in greater depth in the following chapter, Chalip (2004) offers a model of leveragable assets and opportunities that sport organisations can manipulate for predetermined outcomes, such as sport development. One such leverageable opportunity is major sport event media.

Major and mega events are not delivered by a single sport organisation; rather, they involve many organisations, both sport and non-sport (Werner, Dickson and Hyde, 2015), linking together and undertaking collective leverage action (Sotiradou et al, 2008; Chalip, 2017; Chalip, Green, Taks, & Misener, 2016). Interorganisational relationship theory assists our understanding of the formation and management of organisational linkages (Parent, 2006), and can be defined as voluntary strategic action between two or more organisations to deliver mutually beneficial outcomes (Babiak, 2007). Ultimately, interorganisational relationships offer organisations solutions to problems and opportunities that could not be achieved or solved by the organisations alone (Misener & Doherty, 2013). Interorganisational relationships, as they relate to the formation and management of linkages between organisations, contributes to our understanding of effective major sport event leverage and legacy achievement. Therefore, interorganisational relationships will be an important aspect of this research project. Another relevant aspect of interorganisational relationships is an interlocking directorate. Interlocking directorates are formed when a person of influence, often a company director or committee member, is elected to the board or committee of

another organisation in order to reduce uncertainty and assist organisational performance (Connelly, Johnson, Tihanyi, & Ellstrand, 2011; Martin, Gözübüyük, & Becerra, 2015).

Sport governing bodies host major sport events due to their inherent media value. It is the significant media attention and resultant increase in profile and interest for the major sport event in the general population that sport governing bodies can leverage for sport development legacy. Research by Frawley and Cush (2011) and Sotiradou et al. (2008) asserts that effective major sport event communications can have a positive impact on sport development. A major sport event, therefore, offers the host sport governing body an opportunity to leverage media interest to communicate the benefits of sport participation to the general public. Sport communication is concerned with sport stakeholders sharing information through collaboration (Pedersen, Laucella, Miloch, & Fielding, 2007).

Sport promotion plays a large part in the communication practices of a sport organisation. Sport promotion can be defined as the way sport organisations communicate with consumers to inform, persuade and remind them about a sport product's features and benefits (Smith, 2008). One powerful sport marketing and promotion tool is broadcast of a sport event on television (Hume & May 2018). Despite the rise of digital, online, and social media platforms, television remains a primary marketing and promotions technology in generating broad interest for a sport within the general population (Deninger, 2012). Thus, broadcast television, both free-to-air and subscription, will be the key communication opportunity examined in this research project'

1.2 Research questions

The goal of this research project is to better understand a host sport governing body's major sport event television broadcast opportunities and the impact these had on sport development legacy. In order to achieve that, the researcher investigated a host sport governing body's strategies aimed at leveraging a major sport event for sport development legacy. Therefore, the primary question guiding the research was:

How can a sport governing body leverage the television broadcast of a major sport event for sport development legacy?

To assist in answering the primary research question, two supporting questions guided the research:

1) *What strategies were developed by Cricket Australia to leverage the ICC Cricket World Cup 2015 for cricket participation legacy?*

2) *How did Cricket Australia manage their ICC Cricket World Cup 2015 interorganisational relationships for cricket participation legacy?*

1.3 Justification for research

This research project investigated a host sport governing body's strategies aimed at leveraging a major sport event for sport development legacy. The literature in this field is very limited. Within the body of work on major sport event legacy, the primary context of research has been on economic, social and environmental impacts for host destinations, whether it be community, city, region, state, or nation (Bason, Cook, & Anagnostopoulous, 2015). There is a small, yet developing literature on major sport events and how they can be leveraged by sport governing bodies for development of their sport, but much is still unknown (Chalip, 2006; Taks, Green, Misener, & Chalip, 2014). Although Frawley and Cush (2011) and Taks et al. (2014), in their investigations into major sport events and sport development outcomes, provide a lead here on sport development leverage activities, much is still left to be understood in the context of major sport event leverage, and sport governing bodies' sport development legacy outcomes. This research project is designed to address these gaps in the literature, as well as assist sport governing bodies, in a practical sense, to maximise the strategic use of major sport events for sport development legacies.

As the literature revealed, hosting a major sport event offers the host sporting governing body an opportunity to market the benefits of participation in that particular sport to its target audience. Thus, in a practical context, answers derived from this project will assist host sport governing bodies, especially those that have responsibility over a professional, elite level, in efficiently and effectively leveraging major sport events for development of their sport. These sport governing bodies can use this research to assist in making informed strategic decisions in formation and achievement of their major sport event sport development legacy goals/objectives.

1.4 Research context - sport of cricket

This section provides a brief overview of the development of the game of cricket. It outlines its development as an international game, and ends with a brief discussion on the history of the ICC Cricket World Cup. This is important as it provides some context to the environment this research investigates.

1.4.1 Cricket as an international game

Once established as a national pastime in England, the British on their colonising

endeavours spread the game of cricket across the globe (Holden, 2008; Kaufman & Patterson, 2005). Whilst not developing active cultures in all countries (Canada and America, for example), cricket did evolve under the control of the ICC into an international sport. The ICC, the governing body of world cricket, was founded in 1909. Initially comprising just three nations, England, Australia and South Africa (Kaufman & Patterson, 2005), the ICC currently has 105 affiliated member nations (International Cricket Council, 2019b).

1.4.2 History of the ICC Cricket World Cup

Cricket began to struggle for growth in the late 1950s and early 1960s (Simons, 1996). With the influence of television on how sport was both played and consumed, it was clear to many administrators that the game of cricket needed to evolve to take full advantage of this technology (Heenan & Dunstan, 2015). The transition came with the introduction of limited-over cricket in the 1970s (Heenan & Dunstan, 2015; Simons, 1996). Limited-over cricket is the shorter, more spectator-focused and marketable format of the game, and includes T20 cricket (a twenty-over format) and one-day cricket (a fifty-over format). Early versions of limited-over cricket were played in England during the 1960s (Heenan & Dunstan, 2015). These domestic competitions were followed by the first one-day cricket international between Australia and England held in Australia in 1971, attracting just over 46,000 spectators; the summer's highest daily attendance (Heenan & Dunstan, 2015). These limited-over versions of cricket were a success, attracting substantial viewership on television (broadening cricket's attraction to new audiences) and improved financial results due to the sale of naming rights (Heenan & Dunstan, 2015). Due to one-day cricket's capacity to engage the public, attract television audiences and corporate interest, and to fill stadiums, it has matured into a significant component of all cricket jurisdictions, and is now the preferred format for the ICC Cricket World Cup (International Cricket Council, 2019a).

The ICC Cricket World Cup is the game's premier one-day cricket event. The tournament is contested in the fifty-over format and is held every four years (International Cricket Council, 2019a). The 2015 tournament brought together fourteen national teams, the ten full member nations of the ICC, and four teams eligible through qualification (Local Organising Committee, 2015), with the 2019 event involving ten teams (International Cricket Council, 2019c). The 2015 tournament was jointly hosted by Cricket Australia and New Zealand Cricket (Local Organising Committee, 2015). One of the largest major sport events in global sports, the 2015 ICC Cricket World Cup engaged one

fifth of the world's population, with a television viewership of more than a billion people (Local Organising Committee, 2015).

The effectiveness of television broadcast of a major sport event in encouraging such significant viewership provides an opportunity that sport governing bodies should leverage for sport development legacy. Therefore, it is an appealing research site for the research study.

1.5 Chapter summary

This chapter presented an introduction to the research project. An introduction to the research problem was provided, and the theoretical and practical justifications for the research were outlined. The chapter provided a discussion on the context of the research, and explained the development of international cricket, and briefly discussed the history of the ICC Cricket World Cup. The following chapter examines the academic literature concerning MSEs and sport development legacy, MSE leverage, and a host sport governing body's MSE opportunities. Following this, the research gap upon which the project is founded, is then identified, which leads to a presentation of the research questions.

Chapter 2 Literature Review

2.1 Introduction

Stakeholders divert resources to the hosting of MSEs in the belief MSEs are effective in achieving diverse outcomes across sport development, including development *through* sport and development *of* sport legacies. This chapter will examine how MSEs have the potential to deliver positive legacies, but only when accompanied with supporting leverage activities. This literature review will illustrate how a MSE can be considered a communications opportunity; whereby, the media exposure inherent in hosting a MSE is an opportunity that host sport governing bodies can leverage for sport development legacy achievement.

The literature review first investigates major sport events and legacy, before discussing sport development legacy and MSE leverage. It then covers host sport governing body communications around MSEs. The final section provides a detailed discussion on the research gap, significance of the research study, and the research questions.

2.2 MSEs

Sport events can comprise of either single or multi-sport formats, that can be local, national or international in nature, and lasting from one-day to well over a month. As a result, sport events attract significant media attention worldwide (Dowson & Bassett, 2015; Masterman, 2005). In the context of this research project, the focus will be elite sport events that attract international media attention. These events are known as MSEs (Dowson & Basset, 2015). MSEs encourage interest in the general public that goes well beyond the local hosting area (Dowson & Basset, 2015).

Sotiriadou et al. (2008), in their study of the Australian sport development system, its stakeholders, and the processes and frameworks that support it, found that all National Sport Organisations in the study agreed that sport events play an important role in the profile and popularity of their respective sports. In the same study, Sotiriadou et al (2008) found that sport organisations' marketing and promotions efforts increase the awareness of and interest in sport development infrastructure. Therefore, as Chalip et al (2016) argue, "Events and the attention provided by the event can provide a competitive advantage to the sport(s) highlighted by the event" (p. 10). This competitive advantage can be maximised through a host sport organisation's leveraging of MSE media (Frawley & Cush, 2011; Taks et al, 2014). It is the leverage of MSE media by a host sport organisation that this research project

explores in order to gain a better understanding of MSEs and the legacy outcomes they are capable of generating. First, a discussion on MSE legacy is required.

2.3 Legacy

MSEs receive significant support from stakeholders such as governments, corporations, and sport governing bodies. This support is often provided in pursuit of targeted outcomes such as *development of sport* and *development through sport* (Girginov, 2011; Veal, Toohey, & Frawley, 2012). These outcomes can be categorised as impacts (short term) and legacies (long term). Impacts are caused by short term outcomes that are a direct result of the event, such as increased visitor spending (accommodation, food and beverage), and increased traffic around the host city and event location (Chalip, 2004). Meanwhile, legacy involves long-term outcomes as a result of the event, urban rejuvenation, enhanced civic pride, improved destination image, and increased participation in sport (Grix, Brannagan, Wood & Wynne, 2017).

Chappelet (2012) and Preuss (2007) provide definitions that guide an understanding of sport event legacy composition and structure. Chappelet (2012) defines sport event legacy as, "all that remains and may be considered as consequences of the event in its environment" (p. 77). Offering a somewhat more comprehensive definition, Preuss (2007) suggests sport event legacy is, "Irrespective of the time of production and space, legacy is all planned and unplanned, positive and negative, tangible and intangible structures created for and by a sport event that remain longer than the event itself" (p. 211). Preuss' (2007) definition is instructive when discussing MSE legacy as it captures the potential for negative and unplanned legacies, as well as alluding to the possibility for sport events to deliver positive legacies for stakeholders involved in them.

2.3.1 MSE legacy

MSEs have the potential to deliver development *through* sport and development *of* sport legacies. Shilbury et al (2008) bring attention to these distinctive, yet interconnected agendas. They suggest that both development of sport and development through sport "share the common bond of motivating individuals to participate in sport… [yet] the purpose or desired outcomes are different" (p. 218). Development through sport focuses on the role sport can play for society by enhancing aspects of social cohesion, health, and environmental and economic outcomes for individuals and communities (Robson, Simpson, Tucker, & Leach, 2013; Shilbury et al, 2006; Shilbury, et al., 2008). For example, governments at all levels use sport events to encourage social outcomes (Agha, Fairley, & Gibson, 2012; Chalip, 2006;

O'Brien & Chalip, 2008; Shilbury, et al., 2006); economic development; regional trade and investment (O'Brien, 2006, 2007; O'Brien & Gardiner, 2006; O'Brien & Chalip, 2007, 2008); and, as marketing tools to alter or enhance visitation numbers, destination image and reputation (Chalip, 2004).

2.4 Sport development

Development of sport, by contrast, focuses on the enhancement of sport participation and infrastructure (Shilbury, et al., 2006; Shilbury et al., 2008). Development of sport is concerned with the need to improve the relationship between elite participation and community participation through development of processes, strategies and initiatives by sport organisations to create a sustainable future (Robson et al, 2013; Shilbury, et al., 2006; Shilbury et al., 2008). For example, sport organisations tap into governments' 'sport for all' polices with the goal of encouraging growth of their particular sport through increases in participation numbers (Frawley et al, 2009). Offering further support to development of sport objectives, Frawley and Cush's (2011) study on the 2003 Rugby World Cup, held in Australia, showed how effective hosting of that event encouraged not only awareness of the code of rugby, but also increased Australian rugby participation levels as a legacy outcome.

As noted above, MSEs receive support and significant resources from stakeholders such as governments, corporations and sport organisations, as these stakeholders believe MSEs can deliver multiple legacies in terms of both development through sport and development of sport outcomes (Girginov, 2011; Shilbury et al., 2008; Veal et al, 2012).

2.4.1 Relationship between elite sport and community participation

Development of sport is focused on creating a sustainable future by improving the link between community participation and elite participation levels of a sport. To assist in understanding how stakeholders create this sustainable future for their sport, Sotiriadou et al. (2008) defined sport development as, "… a dynamic process, in which sport development stakeholder involvement provides the necessary sport development strategies and pathways to facilitate the attraction, retention/transition and nurturing of sport participants" (p. 266). This definition encapsulates important sport development elements, such as stakeholders, strategies, processes and pathways. As a result, this definition was used for this research project.

The analogy of a pyramid has been used to depict the relationship between community participation, elite sport, and sport development opportunities (Sotiriadou et al., 2008; Taks et al, 2014). The pyramid analogy is represented in Figure 2.1. The base of the

pyramid encompasses community participation, and at the top elite participation, with opportunities within and between these levels forming the pathways available to participants (Sotiriadou et al., 2008). Whilst the pyramid model is instructive, it is devoid of detail on processes, stakeholders or stakeholder relationships in development of participant pathways, or input on development of the overall system (Sotiriadou et al., 2008).
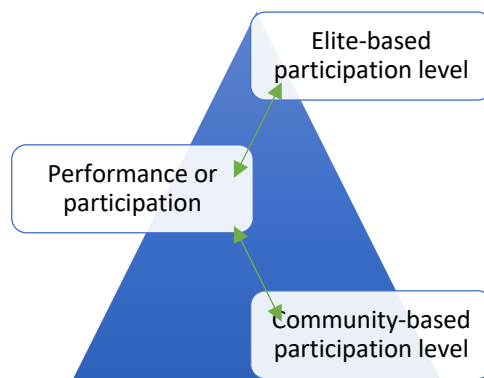
Figure 2.1: The Sport Development Pyramid. (Adapted from Eady, cited in Sotiriadou et al., 2008, p. 249)

The limitations of this pyramid piqued the interest of scholars, finding sport development to be much more complex and multifaceted, spanning a wide range of contexts, involving various stakeholders, processes and linkages (Shilbury et al., 2008; Sotiriadou et al., 2008). Sport development researchers, such as Green (2005), Sotiriadou et al. (2008), Sotiriadou (2013), and Robson et al. (2013), found that sport development has two primary objectives: a) increasing the number of participants; and, b) enhancing performance quality. Furthermore, Green (2005), Sotiriadou et al. (2008), Sotiradou (2013), and Robson et al. (2013), proposed four fundamental elements of sport development: 1) recruitment: a participant's attraction toward and entry point to a sport; 2) retention: a participant's choice to continue involvement in a sport; 3) nurturing of the talented to the elite level; and, 4) pathways: transition points between levels of involvement.

Sotiriadou et al. (2008), using a grounded theory approach, studied the Australian sport development system, and the stakeholders, processes and frameworks that support it. Their study revealed four categories to sustainable sport development systems: stakeholders, strategies, processes and pathways. This model argues that sport development is a process involving stakeholders creating strategies and pathways to facilitate three processes: attraction, retention/transition and nurturing of sport participants, with each of the three processes requiring human and financial resource allocation from stakeholders. Moreover,

Sotiriadou et al.'s (2008) model is of particular importance to this research project as it provides detail, not only on internal processes and stakeholder involvement and their relationships, but also the potential for sport organisations to strategically plan and action the development of their sport.

Whilst the attraction, retention/transition and nurturing processes are interlinked, it can be argued that the attraction process has particular importance to increasing sport participation. As Sotiriadou et al (2008) declare, "…sports cannot retain or nurture what they have not attracted" (p. 260). As a result, the attraction process is an integral component of this research project.

Increasing sport participation numbers is an attraction process objective (Sotiriadou et al, 2008). Whereas retention and nurturing can only occur to those actually within the sport system, attraction's focus is on those people in the general population, not yet playing the sport. In this regard, an athlete's choice to continue to play a sport and be nurtured to their potential, cannot take place until that athlete has entered the sport system (Sotiriadou et al, 2008). This is where attraction process infrastructure plays a useful role in maximising an increase in sport participation (Green, 2005). Green (2005) further suggests, "At a common sense level, it is not surprising that some infrastructure is necessary if people are to participate [in sport]" (p. 237). Attraction process infrastructure strategies include provision of participation programs and modified competitions (Sotiriadou et al, 2008), and should target children, consider their needs, wants and abilities, and aim to encourage the recruitment of new participants (Green, 2005).

Green (2005) highlights possible barriers to entry for a sport for non-participants. She (2005) argues that as potential participants enter adolescence, external pressures such as work, social life, other activities and changing priorities have the potential to reduce motivation for entry into a sport. This conflict can be reduced through attraction process infrastructure that focuses on recruiting young participants and encouraging high levels of allegiance, loyalty, and even devotion to the sport prior to adolescence (Green, 2005).

Of particular importance to this research project is how a host sport governing body can leverage a MSE to achieve an increase in participants for that sport. Taks et al (2014) found that whilst the excitement generated by a MSE may create short-term interest in sport participation for those outside the system, leveraging activities are required to move this interest along to actual sport participation. Therefore, if a sport organisation is looking to target an increase in the numbers of participants in their sport as a result of hosting a MSE,

then creating and implementing initiatives that encourage recruitment of those currently outside the system are advised.

2.4.2 MSE impact on sport development

MSEs receive significant support from stakeholders in the belief they can deliver multiple legacies across a wide range of agendas including development through sport and development of sport (Girginov, 2011; Veal et al, 2012). One such MSE legacy is sport development in the form of increased sport participation at the community level. Interestingly, it may appear ironic that in order to enhance sport development at the community level, sport governing bodies implement a strategy that directs significant resources to activities at the elite level, such as hosting a MSE (Veal et al., 2012). This strategy is based on an argument that hosting a MSE alone will inspire the general population to increase physical activity levels, leading to an increase in the number of participants at the community level (Toohey, 2010; Weed, Coren, & Fiore, 2009). In other words, hosting a MSE may move the general population from being unaware about a sport, to interested, and then acting on this interest by becoming an active member in this sport's community. This phenomenon is known as the "trickle-down effect" (Toohey, 2010; Weed et al, 2009). However, there is little support to suggest that hosting a MSE results in a trickle-down effect, let alone moves or inspires the general population to action, or stimulating sport development outcomes (Funk, Jordan, Ridinger, & Kaplanidou, 2011). As Chalip, Green, Taks, and Misener (2016) argue, 'The expectation has been that sport events will inspire those who watch to emulate the athletes they see, at least to the extent of engaging in sport. The problem with that expectation is that it is inconsistent with facts as we know them' (p. 2). This view is supported by Weed, Coren, Fiori, Wellard, Chatziefstathiou, Mansfiled and Dowse's (2015) research into the Olympic Games. They found that, '…hosting the Games alone is not enough to impact sport participation…' (p. 221). Furthermore, Chalip et al (2016) argue that elite athletes' performances during MSEs can actually create participation disincentives (discussed later in the chapter).

2.5 MSE leverage

A consistent theme across the literature is that the trickle-down effect is not a driver of sport participation (Misener, Taks, Chalip, & Green, 2015), and that leveraging activities are required to maximise MSE sport legacy achievement (Chalip, 2004; O'Brien & Chalip, 2008; Frawley & Cush, 2011; Frawley et al., 2009; Taks et al., 2014; Weed et al., 2009; Weed et al., 2015). Dickson (2016) argues that, 'Long-term benefits are more likely to occur

by leveraging an event (p. 296). Leverage, as defined by Chalip (2004), involves, "those activities that need to be undertaken around the event itself, and those which seek to maximise long-term benefits from events" (p. 228). For example, Frawley and Cush's (2011) study on the 2003 Rugby World Cup acknowledged the necessity of leveraging activities, such as development programs, player recruitment drives, and maximising media interest to achieve rugby development legacy. In addition, Weed et al. (2015), in their research into the Olympic Games and sport participation legacy, demonstrated that leveraging activities around media coverage, facility development and school based programs have a greater outcome on sport development than hosting an event alone. Moreover, Chalip (2004) asserts that, "It is no longer suitable merely to host an event in the hope that desired outcomes will be achieved; it is necessary to form and implement strategies and tactics that capitalise fully on the opportunity each event affords" (p. 245). Host sport governing bodies, therefore, are encouraged to plan and activate leverage activities that complement the hosting of a MSE.

2.5.1 Strategic approach to MSE legacy

Achievement of planned, positive MSE legacy can be maximised when the event is accompanied by leveraging activities. In this regard, leverage planning and implementation allows stakeholders to capitalise fully on allocation of resources towards a MSE. Therefore, as Weed et al. (2015) posit, "A leveraging approach has a strategic and tactical focus: the objective is to identify the strategies and tactics that can be implemented prior to and during an event in order to generate particular outcomes" (p. 196). This strategic and tactical line is evidence of a shift in approach to attainment of MSE legacy (Hayday, Pappous, & Koutrou, 2017; Weed et al., 2015). It is a shift from a, "build it and they [benefits] will come approach" (O'Brien & Chalip, 2008, p. 320), to one where MSE practitioners are proactive in the identification of legacy outcomes, both positive and negative, and create strategies, plans, goals and initiatives to maximise benefits and minimise negative outcomes. In other words, leveraging activities are strategic in that they are focused on achieving predetermined long-term objectives (e.g. legacies).

Formulated in the context of sport event tourism and destination marketing, Chalip (2004) developed a *general model for sport event leverage*. Models of event leverage are beneficial as they provide strategic directions and actions that can be taken to increase efficacy of event outcomes (Reis, Frawley, Hodgetts, Thompson & Hughes, (2017). Chalip's (2004) model is a seminal piece in the field of sport event leverage, MSE strategy and legacy. Chalip's (2004) model is represented in Figure 2.2. Chalip's (2004) model is particularly

useful for this research project as it can be readily adapted for sport development, offering valuable insight into the mechanisms and levers that sport organisations can manipulate to achieve predetermined sport development outcomes. The model involves a leverageable asset (the regional portfolio of events), leverageable opportunities (event visitors and trade, and event media), strategic objectives (optimise total trade and revenue, and enhance host destination's image), and the means (tactics) to achieve leverage. There is both immediate and long-term leveraging strategies, elements and means. Chalip's model is successful in highlighting the process and concepts involved in sport event leverage, as well as providing a guide on leveraging events for maximum return on investment. Although formulated in the context of sport event tourism and destination marketing, the flexibility inherent within Chalip's (2004) model suggests it can be readily adapted for sport development outcomes.

Leverageable resource   **Opportunity**   **Strategic objective**   **Means**
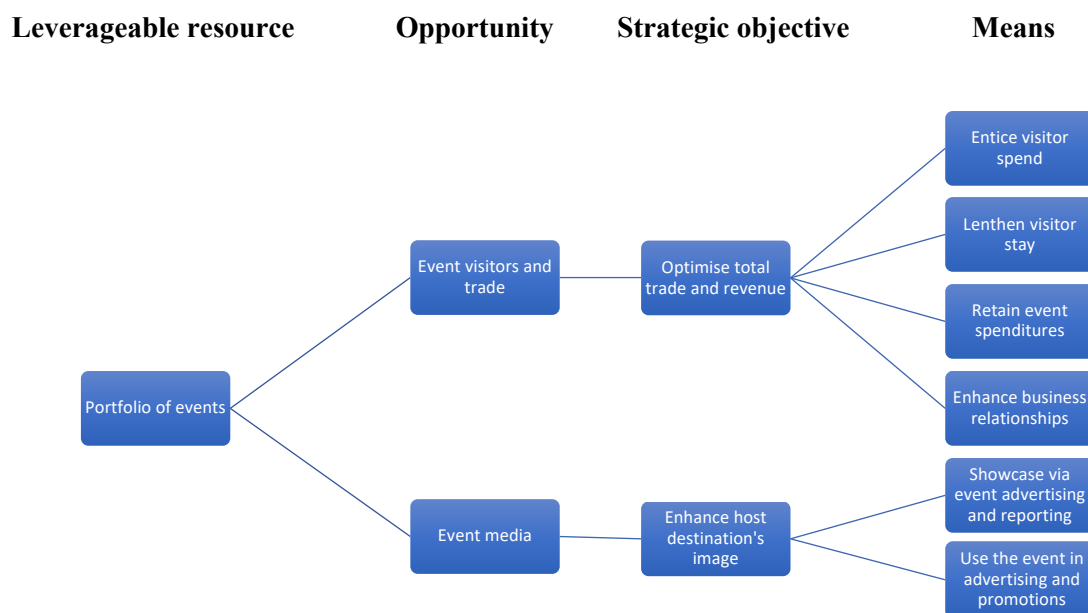
Figure 2.2: A General Model for Sport Event Leverage (Chalip, 2004, p. 229. Reproduced with permission from Channel View Publications)

However, the culture(s) within which an event takes place can impact leverage activities and legacy attainment (Chalip et al, 2016). Aspects such as general public awareness, and cultural values, opinions, beliefs and perception should be taken into account. The general public and culture(s) within which an event takes place can have a major impact on the beliefs, attitudes, opinions and perceptions towards appropriate sport participation (Chalip et al, 2016). Research by Agergaard (2016) and Strandbu, Bakken and Sletten (2019), brought attention to the impact that cultural aspects (such as gender and religion) can play in decisions about appropriate sport participation. Furthermore, Chalip et al (2016) felt that

public opinion and cultural beliefs and perceptions can be an opportunity as well as a challenge (a barrier) for host sport governing bodies as they plan for sport participation legacy. Adding weight to this assertion, Shilbury, Quick and Westerbeek, (2003) believe that the larger general public are a potent force impacting the preferences and even purchasing behaviour of certain segments within that society. Chalip et al, (2016) revealed two sport participation disincentives that should be addressed if maximising sport participation is a goal from hosting a MSE. These are: beliefs and opinions about appropriate sport participation; and the efficacy gap between potential participants' view of themselves compared to elite athlete performance. Chalip et al (2016) suggest that these two disincentives are cultural challenges relating to perception, attitudes and opinions. In other words, public opinion and cultural beliefs, values and perceptions influence the appropriateness of participation in a sport. As a result, public opinion and cultural beliefs, attitudes, and perceptions should be a primary focus for sport governing bodies as they plan for leveraging a MSE for sport participation legacy.

2.5.2 *Interorganisational relationships*

Major and mega events are not delivered by a single sport organisation; rather, they involve many organisations, both sport and non-sport (Werner et al, 2015). For example, delivery of the 2011 Rugby World Cup (held in New Zealand) involved the New Zealand government, World Rugby (the peak body for global rugby union) and New Zealand Rugby Union (Dickson, 2017). Similarly, growth and smooth working of sport development systems and leverage of MSEs requires stakeholder linkages and collective action (Sotiradou et al, 2008; Chalip, 2017; Chalip et al, 2016). Theory concerned with linkages between organisations will now be discussed.

Organisational theory assists in bringing clarity to relationships between organisations. Organisational theory covers issues related to organisational forms, how they evolve, operate and maximise efficiency, power and control, as well as an organisation's role within society (Parent, 2006). There are four theoretical perspectives within organisation theory: institutional; interorganisational relationships; power in organisations; and critical perspective. The four perspectives are interrelated and complementary, and examine, albeit from different angles, organisational processes, change and stability (Parent, 2006). Institutional theory covers organisational similarity, and interorganisational relationships examines the formation and management of organisational linkages (Parent, 2006). Power theory deals with gaining and maintaining authority and control, with critical theory shedding

light on societal injustices due to an organisation's actions (Parent, 2006). Interorganisational relationships, as they relate to the formation and management of linkages between organisations, contributes to our understanding of effective MSE leverage and legacy achievement. Therefore, interorganisational relationships will be an important aspect of this research project.

Interorganisational relationships can be defined as '…a voluntary, close, long term, planned strategic action between two or more organisations with the objective of serving mutually beneficial purposes in a problem domain' (Babiak, 2007, p. 339). As the definition above suggests, organisational linkages are strategic in nature, and aimed at achievement of (mutual) benefits within uncertain or problematic environments. Possible benefits through formation of an interorganisational relationship include, but are not limited to: the minimisation of uncertainty; access to new markets, knowledge, skills and expertise; share of financial risk; and improvement of organisational reputation (Misener & Doherty, 2013; Werner et al, 2015). Furthermore, interorganisational relationships between sport governing bodies, non-traditional partners and community leaders outside of the sport system have the potential to improve community-based sport programs (Misener & Doherty, 2013). In addition, Taks et al. (2014) argued that strong relationships between host MSEs, sport organisations and the media would assist in creating the messages and awareness about attraction process infrastructure. Ultimately, interorganisational relationships offer organisations solutions to problems and opportunities that could not be achieved or solved by the organisations alone (Misener & Doherty, 2013). In this regard, interorganisational relationships have the potential to improve an organisation's capacity and performance, assisting in attainment of legacy outcomes and organisational goals (Misener & Doherty, 2013).

Furthermore, effective MSE leverage requires organisational linkages and collective action (Chalip et al, 2016). Interorganisational relationships can have a positive impact on a sport governing body's capacity to achieve goals (Misener & Doherty, 2013). As part of a leverage strategy, forming interorganisational relationships has the potential to assist a host sport governing body in achievement of predetermined sport participation legacy goals (Misener & Doherty, 2013; Taks et al, 2014). Chalip et al's (2016) model theorises that sport participation legacy can be best achieved through linkages and collective action between three stakeholder groups: sport organisations, event organisers and non-sport organisations. Organisations such as the host sport governing body, event organisers, the media, government, schools, and community groups must form linkages and work cooperatively.

The reason being, as with any strategic application, leverage activity and outcomes cannot be achieved alone (Chalip, 2017; Chalip et al, 2016). For example, interorganisational relationships between sport governing bodies, non-traditional partners and community leaders outside of the sport system have the potential to improve community-based sport programs (Misener & Doherty, 2013).

Taks et al (2014) also argued that strong relationships between host MSEs, sport organisations and the media assist in creating the messages and awareness about attraction process infrastructure. Ultimately, interorganisational relationships offer organisations solutions to problems and opportunities that could not be achieved or solved by the organisations alone (Misener & Doherty, 2013). In this regard, interorganisational relationships have the potential to improve an organisation's capacity and performance, assisting in attainment of legacy outcomes and organisational goals (Misener & Doherty, 2013). Another relevant aspect of interorganisational relationships is that of the interlocking directorate. An interlocking directorate is formed when persons of influence, such as a director, chief executive officer or committee member of one organisation is elected to the board or committee of another organisation (Connelly et al, 2011). Interlocking directorates are strategic in nature in that they are formed to assist future organisational performance through reducing uncertainty (Martin et al, 2015). This may be achieved whereby a person of influence in one organisation participates in the decision making of another organisation (Connelly et al, 2011). For example, the chief executive officer of Cricket Australia (one of the two host sport governing bodies) was a member of the ICC Cricket World Cup 2015's Local Organising Committee (Local Organising Committee, 2015). Martin et al (2015) state that organisations can, "…attempt to co-opt and control other organizations, often through their interlocks, to neutralize changes in their environment and thus align them with their own strategy" (p. 238).

2.5.3 MSE organisations

Sport governing bodies operate at all levels of a sport development system. Sport governing bodies have the responsibility for, "the management, administration, and development, for a sport on a global, national, state/provincial, or regional level" (Hoye, Smith, Westerbeek, Stewart, & Nicholson, 2006, p. 38). As a result, the local club organisation is linked to the respective regional, state, national and international governing body (Shilbury et al., 2006). Cricket Australia, for example, is the peak body for cricket in

Australia; whereas, Queensland Cricket is the peak body tasked with the growth and administration of cricket within the state of Queensland.

As discussed earlier, sport governing bodies bid to host MSEs with the belief they can deliver positive legacies for their sport. Whilst many sport governing bodies host the MSE they have successfully bid for, not all MSEs are stagged by the host sport governing body (Masterman, 2005). For example, the 2015 *ICC Cricket World Cup* was an MSE owned by the ICC. The ICC ran a bidding process to find the most appropriate hosts for their event. The hosting rights for the 2015 ICC Cricket World Cup were won by a dual bid involving Cricket Australia and New Zealand Cricket (Local Organising Committee, 2015). The staging of the 2015 ICC Cricket World Cup was assigned to a *Local Organising Committee* (Cricket Australia, 2014a), that is, an organisation separate and independent from the two host sport governing bodies, and established specifically for the event. In this way, the hosting entities (sport governing bodies) can focus on leveraging the hosting rights for positive legacies for their sport.

2.6 MSE and the media

Media play a significant role in sport. Yet, the term 'media' is problematic as it can, depending on the context, mean different things (Smith, 2008). For example, media is often referenced in terms of platforms, vehicles or channels used for information distribution such as broadcast media (television, radio), print media (newspaper, magazines), and digital and social media (Belch, Belch, Kerr, & Powell, 2009; Smith, 2008; Shilbury et al, 2003). The term is also used to denote the organisations (and the content they create) that have the primary function of communicating information or entertainment to the general public, namely, the mass noun, 'the media' (Smith, 2008; Belch et al., 2009; Merriam-Webster, 2016). It is the latter form that best suits the context of this study. Therefore, media and 'the media' will be referenced for use within the research project interchangeably to denote both the organisations that have the primary function of communicating information or entertainment to the general public, as well as the content these media organisations create.

The media is an effective means of not only generating exposure for sport in the general public, it is also very powerful in influencing public opinion, perception, and cultural attitudes and beliefs (Carey, Misener, & Mason, 2011; Richie, Shipway, & Chien, 2010; Kim, Choi, & Kaplanidou, 2015). Shilbury et al (2003) regard the media as 'unequivocally the most powerful means of influencing the public opinion' (p. 262). This influence is known as the agenda-setting function of the media (Pedersen, Laucella et al, 2007). The theory

supporting the media's agenda-setting function suggests that media stakeholders have the power to not only impact what the general public perceive as important issues, but also shape the general public's viewpoints on important issues (Carey et al, 2011; Richie et al, 2010; Kim et al, 2015). Media decisions on what will be televised, when, and for how long, or what will be published, where, and how much 'space' it is given, together with how a sport, sport event, and/or athlete will be framed, have a significant impact on levels of awareness for a sport, as well as public opinion, perception, and cultural attitudes and beliefs towards it (Chalip et al, 2016; Pedersen, Laucella et al, 2007).

MSEs, by their very nature, are newsworthy (Billings, Butterworth, & Turma, 2015; Chalip, 2004). MSEs are large, special occasions full of, "raw human emotion and drama" (O'Brien & Chalip, 2008, p. 320), creating spectacles that have enormous media value (Billings et al., 2015; Chalip, 2004). In fact, the larger and more special the event, such as an Olympic Games, or Soccer, Cricket and Rugby World Cups, the greater the media attention; and, as a result, the greater the breadth of public interest in the event and its sport(s) (Chalip, 2004; Taks et al., 2014). As a result of this media interest, an opportunity to leverage MSEs for sport development legacy arises (Frawley & Cush, 2011; Taks et al., 2014). Whilst Chalip (2004) shows the importance of leveraging MSE media to achieving legacy, Frawley and Cush (2011) and Sotiriadou et al. (2008) show that effective MSE communications can have a positive impact on sport development. In other words, the MSE can be considered a communications opportunity; whereby, the media exposure inherent in hosting a MSE is an opportunity that host sport governing bodies can leverage for sport development legacy achievement (Frawley & Cush, 2011; Taks et al., 2014).

2.6.1 Sport governing body communications

To seize the opportunity that hosting a MSE provides, host sport governing bodies require effective communication strategies and practices (Chalip, 2004; Frawley & Cush, 2011; Sotiriadou et al., 2008; Taks et al., 2014). An organisation's integrated communication strategy includes numerous activities employed to communicate a consistent and clear message to target audience(s) (Davis & Zutz Hilbert, 2013). Pedersen, Laucella et al (2007) define sport communication as a, "process by which people in sport, in a sport setting, or through a sport endeavour, share symbols as they create meaning through interaction" (p. 195). Chalip et al (2016) proposes that to maximise an increase in sport participation, stakeholder alliances need to be formed and the event integrated into a sport organisation's marketing mix, with participation disincentives addressed (Chalip et al, 2016). At a

fundamental level, sport promotion is concerned with sport organisations communicating with consumers (Shilbury, et al., 2003; Smith, 2008). Therefore, sport promotions can be defined as the way sport organisations communicate with consumers to inform, persuade and remind them about a sport product's features and benefits (Smith, 2008). The objective of sport promotions is to develop strategies and actions that not only create a favourable opinion about a sport product, but are also powerful enough to have their target audience consume the sport product (Masterman, 2005; Shilbury et al., 2003; Smith, 2008), through an integrated program of communication tools and techniques that encourage consumption. This controlled, integrated program of tools and techniques starts with the promotions mix. It is known as a mix due to the benefits inherent in combining more than one tool and technique into a single, focused plan (Smith, 2008). The promotions mix consists of communication tools, such as advertising, personal sales, direct marketing, sales promotions and public relations and publicity (Masterman, 2005; Shilbury, et al., 2003; Smith, 2008).

Sport governing bodies have the power to influence media coverage through their communication practices (Chalip, 2004; Sherwood, Osborne, Nicholson & Sherry, 2017). Sherwood et al (2017), in their research into the structure of sports reporting in Australia and impact on women's sports coverage, showed that, in the context of sports media coverage, the sport governing body for netball's media management techniques had assisted in creating news value and increasing media coverage for the sport. MSE media management can be defined as "…the deliberate management or manipulation of media coverage to achieve both strategic and tactical objectives for the event" (Getz & Fairley, 2004, p. 130). Specifically, media management should aim to increase awareness, develop a positive image and favourable attitude toward the sport product, and influence the desire, intent and decision to consume it (Getz & Fairley, 2004). Getz and Fairley (2004) showed that employment of a media relations officer can create media interest in an event through development of a continuous stream of stories distributed to the media. In addition, they showed that feature stories developed by the event and provided to the media, often profiling participants, maintained a flow of positive media coverage (Getz & Shirley, 2004). Furthermore, Chalip (2004) confirms that basic media management techniques, such as public relations, and promotional activities assist in maximising media coverage and image enhancement.

One area that has galvanised academic energy in recent times is advances in information communication technologies, and the ways they are impacting sport communications (Pedersen, Miloch & Laucell, 2007). Thompson, Martin, Gee, and Eagleman (2014) suggest that new technologies and innovations, such as the internet and

mobile capability, and their enabling social media technologies, are impacting the tools, strategies, tactics, approaches and most importantly, the relationship between sport organisations and the sport consumer. Traditional communications such as advertising work on one-way communication, whereas digital technologies, such as social media (e.g. Facebook, Twitter, Instagram, etc) and video-sharing websites such as YouTube allow multi-dialogue and collaboration, not only between the sport organisation and the sport consumer, but among sport consumers themselves (Hanna, Rohm, & Crittenden, 2011; Schultz, Caskey, & Esherick, 2010; Thompson et al., 2014). Sport organisations are now capitalising on this emerging sphere to develop not only overall interest in their sport, but also as relationship building tools to encourage a community of devoted supporters (Thompson et al., 2014; Schultz et al., 2010). This represents a shift away from an overt sales or exchange focus, to one which enhances achievement of relationship building between sport organisations and their target audiences.

Irrespective of these advances in information technologies, television broadcast of sport is still a powerful marketing and promotions opportunity. Television broadcast of sport is very effective in attracting television viewers in Australia (Hume & May, 2018). As an example, television viewership of the ICC Cricket World Cup 2015 final between host nations, Australia and New Zealand, peaked at 4.218 million viewers in Australia, recording it as the highest-rating television program up to March (Sinclair, 2015). Furthermore, in 2018, the top five (and seven of the top ten) rating television shows in Australia were sport events (Lallo, 2018). In Australia, sport and other forms of entertainment are broadcast on television through free-to-air and pay-television technologies. Television broadcast, particularly FTA, is a desirable promotional opportunity for sport governing bodies. The broad-based exposure, and therefore, potential promotional benefits generated by the televising of sport has steered many sport governing bodies' marketing plans, and is a communication opportunity that sport organisations can leverage to achieve an increase in participants as an outcome of hosting a MSE (Chalip, 2004; Shilbury et al., 2003).

Organisations are encouraged to combine both traditional and 'new' media into an integrated communication strategy that creates reach and engagement (Hanna et al, 2011). For example, the television broadcast of the MSE can also be leveraged by the host sport governing body through coupling the broadcast with the use of social media (especially Twitter, Facebook, and Instagram) to encourage relationship building outcomes among consumers, and between consumers and the host sport governing body (Thompson et al., 2014; Schultz et al., 2010). Hanna et al (2011), concluded that an organisation's

communication, "can no longer solely be about capturing attention via reach; instead, marketers must focus on both capturing and continuing attention via [social] engagement. This calls for a blend of both traditional and social media" (p. 267).

2.7 The research problem.

Much has been written about MSE legacy, and to a lesser extent, MSE leverage. MSEs have the potential to be versatile tools in achieving various legacies across a wide range of agendas encompassing both development of sport and development through sport (Girginov, 2011; Veal et al., 2012). However, much is yet to be learnt and understood (Chalip et al, 2016; Frawley & Cush, 2011: Hayday, Pappous, & Koutrou, 2017). For example, within the work on MSE legacy, the primary context of research has been on economic, social and environmental impacts for host destinations, whether it be community, city, region, state, or nation (Bason et al., 2015). Specifically, much is yet to be understood on how a MSE can be leveraged to increase sport participation as a legacy (Misener et al, 2015; Chalip et al, 2016; Chalip, 2017). As a result, there is only minimal work on how sport organisations can leverage MSEs for sport participation legacy (Chalip, 2006; Frawley & Cush, 2011). Frawley and Cush (2011), Veal et al. (2012), Taks et al. (2014); Hodgetts and Duncan (2015) and Chalip et al (2016) provide a lead here, but there still remains a gap in the literature on how sport organisations can leverage a MSE for an increase in participation in their sport. This research will address this gap, with a goal of better understanding how MSE media exposure can impact sport participation legacy.

Within the body of work on MSE legacy, the primary context of research has been on economic, social and environmental impacts for host destinations, whether it be community, city, region, state, or nation (Bason et al, 2015). There is a small, yet developing literature aimed at the more focused, sport organisation level. For example, Taks et al. (2014) argue, in the context of MSEs, that, "…the necessary strategies and tactics to promote [sport] participation are not yet well understood" (p. 217). Furthermore, Chalip et al (2016) posit that the "…means to capitalise on events in order to build participation have yet to be developed" (p. 1). Therefore, there still remains a gap in the literature on how host sport organisations can leverage a MSE for the development of their sport. This research project addresses this gap, with a goal of better understanding how MSEs, irrespective of the event's frequency, can impact sport development legacy.

Significant resources are directed to sport events in the hope that they will deliver positive legacies across numerous agendas. There is scant academic literature to support the assumption that MSEs, and any underlying trickle-down effect encourage sport development

legacy. Taken overall, the literature indicates that: 1) simply hosting an event alone is not enough to exploit the full range of legacy potential; and, 2) hosting a MSE provides an opportunity to leverage for legacy outcomes. In this regard, the hosting of the MSE offers an opportunity to showcase sport participation to the general population; and, more importantly offers the host sport organisation an opportunity to market the benefits of participation in that particular sport to its target audience. Veal et al. (2012) state that, "In order to leverage sport events to achieve a sport participation legacy, it is necessary to know what levers to pull" (p. 22). Therefore, the intention of this research project is to better understand how a host sport governing body can leverage MSE media for sport participation legacy. Thus, in a practical context, answers derived from this research will assist host sport governing bodies in achieving development of their respective sports, and in the process, ensure they retain the public and private support upon which they rely (O'Brien & Chalip, 2008).

2.7.1 Research questions

The aim of this research is to better understand how a host sport governing body's MSE television broadcast opportunities can lead to sport development legacy. In order to achieve that, the researcher investigated a host sport governing body's strategies aimed at leveraging a MSE for sport development legacy. Specifically, the researcher analysed Cricket Australia's strategies aimed at leveraging the ICC Cricket World Cup 2015 in order to understand its impact (if any) on cricket participation (development) in Australia. Therefore, the primary question guiding the research was:

How can a host sport governing body leverage the television broadcast of its MSE for sport development legacy?

To assist in answering the primary research question, two supporting questions guided the research:

1) *What strategies were developed by Cricket Australia to leverage the ICC Cricket World Cup 2015 for cricket participation legacy?*
2) *How did Cricket Australia manage their ICC Cricket World Cup 2015 interorganisational relationships for cricket participation legacy?*

2.8 Chapter summary

The literature review indicates that stakeholders divert significant resources to the hosting of MSEs in the belief that MSEs are effective in achieving diverse outcomes across both development through sport and development of sport legacies. This chapter has shown

that MSEs are not delivered by a single organisation; rather, by many organisations, both sport and non-sport achieving linkages and collective action. In this regard, this chapter indicated that organisations such as the Local Organising Committee (LOC), the host sport governing body, media, governments, schools and community groups must form interorganisational relationships, and work cooperatively as leverage activity and outcomes cannot be achieved alone. The chapter also discussed that due to the assumption of a trickle-down effect, many host sport governing bodies fail to apply sufficient supporting leveraging acts. Yet, the literature has shown that MSEs have the potential to achieve positive legacies, but only when accompanied by supporting leveraging activities. This literature review has revealed that a MSE can be considered a communications opportunity; whereby, the media exposure inherent in hosting a MSE is an opportunity that host sport governing bodies can leverage for sport development legacy achievement. This chapter has also shown a gap in the literature on MSEs and legacy, in particular, how sport governing bodies can leverage a MSE for sport development legacy.

Chapter 3 Research Methods

3.1 Introduction

Chapter 3 presents the research methods applied in this research project. This chapter outlines the researcher's selection of qualitative methods and case study approach to the research project, and the preference for purposive and snowball sampling strategies, document and semi-structured interviews as data collection methods, and the use of a four-stage coding process for data analysis. The chapter concludes with a discussion on validity, reliability and limitations of the study.

3.2 Research methodology

To undertake research, there are three potential methods that can be chosen, quantitative, qualitative, and mixed-methods (Horn, 2011). Which method to choose takes careful consideration of the specific set of research problems and questions addressed by the researcher (Eklund, Jeffery, Dobersek, & Cho, 2011). A mixed-methods approach sees the researcher use both qualitative and quantitative techniques (Johnson, Onwuegbuzie, & Turner, 2007). In the collection and analysis of data, quantitative research is most commonly associated with quantification; whereas, qualitative research focuses on words (Bryman & Bell 2011). Whilst the distinction between the two is often defined by quantification versus words, some fundamentally deeper differences can be determined (Creswell, 2009). Quantitative research emphasises quantification and testing of theories with a natural science and objectivistic orientation; whereas, qualitative research focuses on words and generation of theory from an interpretivism and constructionism orientation (Bryman & Bell, 2011). Table 3.1 outlines these differences.

Table 3.1
Fundamental Differences Between Quantitative and Qualitative Research Strategies (Bryman & Bell, 2011, p. 27. Reproduced with permission from Oxford Publishing Limited)

Orientation	Quantitative research	Qualitative research
Principal orientation to theory	Deductive; testing of theory	Inductive; generation of theory
Epistemological orientation	Natural science model, in particular positivism	Interpretivism
Ontological orientation	Objectivism	Constructionism

3.3 Qualitative research

As mentioned above, choosing an appropriate research method takes careful consideration of the specific set of research problems and questions being addressed by the researcher. Qualitative research has been chosen for this project as it allows the study of a phenomenon in great depth through data collection methods such as case studies, for example, and data sources (such as document analysis and interviews) that prompt deep insight and understanding of people's actions in context-specific settings (Myers, 2013). Further, a qualitative approach provides for an open-ended, interrogative and inductive nature (Bryman & Bell, 2011); and has an inherent capacity to elicit research participants' thoughts, perceptions, viewpoints and explanations of their experiences (Brustard, 2011; Eklund et al., 2011; Kang & Stolar, 2011; Merriam, 2002; Yin, 2011). Therefore, qualitative research, together with a case study approach, was preferred for the research project due to its capacity to fully investigate phenomena in context-specific settings (Martin, 2011). Before discussing a case study approach, the research questions are once again outlined.

3.4 Research questions

The goal of the research is to better understand a host sport governing body's MSE media leveraging opportunities and their impact on sport development legacy. In order to achieve that, the researcher will investigate a host sport governing body's strategies aimed at leveraging a MSE for sport participation legacy. Therefore, the primary question guiding the research is:

How can a host sport governing body leverage the television broadcast of its MSE for sport development legacy?

To assist in answering the primary research question, two supporting questions helped guide the research:

1) What strategies were developed by Cricket Australia to leverage the ICC Cricket World Cup 2015 for cricket participation legacy?

2) How did Cricket Australia manage their ICC Cricket World Cup 2015 interorganisational relationships for cricket participation legacy?

3.5 Case study approach

Supporting the selection of a qualitative research method, the researcher employed a case study approach to the phenomenon under study. A case study approach, "studies a phenomenon ("the case") in its real-world context" (Yin, 2011, p. 17). Flyvbjerg (2006) examined five common misunderstandings of this type of research method to argue that, "… the case study is a necessary and sufficient method for certain important research tasks …

and it is a method that holds up well when compared to other methods in the gamut of social science research methodology" (p. 26). Fundamentally, a case study approach allows the researcher to undertake an in-depth investigation of a particular example (the case) of a phenomenon (Tight, 2010). One of the strengths of the case study approach, together with qualitative research methods, is the ability to (un)cover contextual conditions through interviews, focus groups, and observation; providing the researcher details of the 'situational' aspects within which participants' experiences are created (Horn, 2011). Another major benefit of a case study approach is in its capacity to engage multiple sources of data in accessing the viewpoint of individuals involved in construction and application of the phenomenon under examination (Creswell, 2009; Tellis, 1997). In addition, selection of the most appropriate case and research participants is critical to ensure reliable and valid data are collected in which to address the research question.

A common concern about case study research is its limited capacity for the generalisation of findings (Myers, 2013). Yet, as Yin (2011) states, "… any given study (qualitative or not) can only collect a limited amount of data, involving limited numbers of data collection units" (p. 98). In statistical generalisation, for example, implications are made about a population from data collected from only a sample of that population (Yin, 2014). Whereas, in qualitative case study research, generalisation occurs at the theoretical and conceptual level, rather than at the sample population under consideration (Myers, 2013). Therefore, results from the study can be generalised on a conceptual and theoretical level, to inform other cases and situations. The selection of a case study approach to this research project was formed on the basis of its capacity to review a contemporary case in context (Yin, 2011), through multiple data sources (Creswell, 2009; Tellis, 1997), such as interviews and documents, to reveal results that can be generalised on a theoretical and practical basis (Myers, 2013) to inform other cases.

To perform this qualitative, case study, the project required selection of a case and research participants. This is discussed below.

3.6 Case and research participant selection

3.6.1 Case selection

In selection of an appropriate case study, the unit of analysis is important (Tellis, 1997). For the research project, the researcher chose the ICC Cricket World Cup 2015. This case was chosen using Flyvbjerg's (2006) information-orientated selection criteria, as it allowed the researcher to focus on the phenomenon in question in order to maximise overall

learning potential (Creswell, 2009; Flyvbjerg, 2006; Tellis, 1997). The ICC Cricket World Cup 2015 is the peak international championship for the one-day version of cricket. The 2015 event was jointly hosted by Cricket Australia and New Zealand Cricket, with games played in major cities of both countries. Due to financial and temporal restrictions, the research project focused solely on the Australian context; in particular, how Cricket Australia's used the event to impact cricket participation in Australia.

The event was held between 14 February and 29 March, 2015. As the event was held in 2015, there was greater potential to gain access to personnel (potential research participants) directly involved in Cricket Australia's strategies aimed at leveraging the media associated with the event. The researcher also had long-term personal connections with certain key personnel within Cricket Australia. These gatekeepers were a valuable asset in terms of access to other key personnel and their personal networks for interviews, and to gain access to organisational documents and event information.

3.6.1.1 Case context: Administration and governance of cricket in Australia

Australian cricket is administered by one national governing body, six state and two territory associations, and is governed by the Cricket Australia Board (Cricket Australia, 2016a). The administrative structure is hierarchical in nature. Cricket Australia is the peak body for the game in Australia, with each state and territory association controlling their respective domains (Cricket Australia, 2016a). Closer to the community-based game, local and regional cricket organisations operate to develop sport by organising teams, events, volunteers, conducting fundraising, and operating cricket facilities, often in collaboration with local government (Hoye et al., 2006).

Cricket Australia, and specifically, the Cricket Australia Board, govern, administer and set the vision and future direction of the sport within Australia. Cricket Australia has responsibility over the development of the sport within Australia, covering its amateur, community level, through to its professional, elite level. This entails the dual role of developing the game at all levels, as well as managing the commercial and on-field success of the national team, and its international competitions held within Australia (Shilbury et al., 2006). In developing the game at all levels, Cricket Australia, together with the state and territory cricket bodies, have the responsibility for linking community participation with elite participation. The primary mechanism produced by Cricket Australia to facilitate this link is the Australian Cricket Pathway (Cricket Australia, 2016b). The purpose of the Australian Cricket Pathway is to offer an opportunity for talented cricketers to fulfill their potential

through a pathway all the way from community cricket through to selection in the Australian cricket team (Cricket Australia, 2016b).

3.6.2 Research participant selection

To address the research questions, the researcher interviewed key personnel involved in the development of strategies surrounding Australia's hosting of the ICC Cricket World Cup 2015 to positively impact cricket participation in Australia. Interviewing key personnel (such as those identified in Table 3.2) allowed the researcher to gather the perceptions central to understanding how a host sport governing body can leverage MSE media for sport participation legacy. Selection of research participants was achieved through purposive and snowball sampling methods. In a purposive sampling strategy, participants are selected in a strategic, purposeful and deliberate manner, reflecting their importance to the phenomenon under investigation (Merriam, 2002; Yin, 2011). In a snowball sampling method, future participants are identified through connection to or referral from current participants (Edwards & Skinner, 2009).

To assist with selection of these participants, criteria were developed to assess the roles and responsibilities of key personnel and their ability to contribute to the research project. Table 3.2 outlines preliminary sampling criteria.

Table 3.2

Preliminary Criteria for Initial Participant Selection

Organisation	Position	Roles	Responsibilities
	Board members	Strategy	Vision, direction
	CEO	Strategy	Vision, direction
National Cricket Organisation and State Cricket Organisations	Marketing manager	Strategy and Implementation	Development of marketing strategy and plans
	Marketing personnel	Implementation and Strategy	Implementation of marketing strategy and plans
	Media Manager/coordinator	Coordinate media activities	Publicity Public relations
State Cricket Organisations	Cricket development officers	Develop cricket within their jurisdiction	Cricket development activities

Using a purposive sampling strategy followed by a snowball method identified key personnel for involvement in the data collection process; specifically, personnel with a direct involvement in cricket development strategy and its implementation in Australia. As discussed in section 3.6.1.1, Australian cricket is administered across various levels and through a number of organisations. The structure is hierarchical in nature, headed by the Cricket Australia Board, followed by cricket Australia, state and territory cricket organisations, and closer to the community, regional and club associations/clubs (Cricket Australia, 2016a). It was thought that personnel within these organisations, and in positions and roles with responsibilities for strategy and its implementation on cricket development, marketing and media management (as reflected in table 3.2) in Australia would be best positioned to contribute positively to this research project. The process in developing these sampling criteria assisted the researcher in clearly identifying relevant organisations and participants for inclusion (as well as exclusion) for the study (Bryman & Bell, 2011; Merriam, 2002). Following Bond University ethical clearance, the researcher's network was exploited. The researcher was supported by two gatekeepers, a current CA employee in an executive position, and a former Australian national player and Cricket Australia Board member. These gatekeepers assisted in access to interview personnel and key documents for analysis. The research collection methods will now be discussed.

3.7 Data collection methods

Data collection involves a process of gathering or collecting information concerning a specific topic, and using these raw data to inform research questions (Edwards & Skinner, 2009). There are four main methods of qualitative data collection: fieldwork; observation; interviewing; and the analysis of documents and other materials (Myers, 2013). As the event forming the case under investigation had already been held (in 2015), both fieldwork and observation, which require the collection of data in "real-time" (Edwards & Skinner, 2009), were not viable. Irrespective, interviews, and document analysis formed appropriate data collection methods from which robust conclusions were drawn.

3.7.1 Document analysis

How a host sport governing body can leverage MSE media for sport participation outcomes was evaluated using a combination of document analysis and semi-structured interviews. This project used both deductive and indicative approaches to document and interview data. Deductive analysis is primarily concerned with examining theory; whilst, an

inductive approach is a method of developing theory from data (Williams & Moser, 2019). Document analysis involves gathering of information from primarily written communications (Myers, 2013), and was of use due to its efficiency in sourcing information on Cricket Australia's ICC Cricket World Cup 2015 media and television broadcast opportunities, and strategies aimed at cricket participation legacy. Initially, apart from Cricket Australia's Annual Reports, review of online resources via Google searches failed to uncover any official Cricket Australia or LOC documentation concerning the event and potential for leverage to encourage an impact on cricket participation in Australia. Nonetheless, once interviews commenced, more official documentation was forthcoming from certain interviewees. A content analysis approach was then undertaken, with the academic literature reviewed in the previous chapter setting the foundation for analysis.

Content analysis can be used on any form of communication from text, sounds and/or pictures (Denscombe, 2010), and is a flexible method for bringing order and meaning to data. Content analysis can be defined as, "…a research method for the subjective interpretation of the content of text data through the systematic classification process of coding and identifying themes or patterns" (Hsieh & Shannon, 2005, p. 1278). There are three approaches to content analysis: conventional, directed, and summative. Taking a conventional content analysis approach ensures codes and categories emerge from the data; whereas, directed content analysis requires guidance from theory in category and code development (Hsieh & Shannon, 2005). With a summative approach, the researcher counts and compares key words and/or content, with the underlying context considered in analysis (Hsieh & Shannon, 2005). A directed content analysis was used for this research project, with *a priori* codes developed from the literature, thus assisting in research validity and adding strength to this research project. *A priori* coding is discussed below.

In *a priori* coding, codes are drawn from academic literature that can then be applied to texts such as interview transcripts and official documentation (Blair, 2015). *A priori* codes provide direction and structure to academic work offering a template, that, when applied to collected data, reveals research participants' stories and gives voice to official documentation (Blair, 2015). This process ensures that, when *a priori* codes are applied to collected data, any meaning derived from subsequent interview transcripts and official documentation is aligned with academic research (Blair, 2015). Using a directed content analysis approach ensured the five *a priori* codes were derived directly from academic research, which were then applied to research question development, interview guides, and formed the foundation for the coding process. The *a priori* codes were: event legacy; event leverage; cricket

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development; event media; and the interconnection between the previous four themes. Aside from these five *a priori* codes, the researcher was also open to the emergence of any additional themes not accounted for by the extant literature.

As discussed earlier, the researcher was unable to locate official documentation relating to the research project prior to the commencement of the interview process. Therefore, initial interview questions were based on the five a priori discussed above. As interviews began, official documentation was provided by interviewees. Analysis of these documents assisted in questioning of remaining interviews, and served to strengthen triangulation of data. The five *a priori* codes developed from the academic literature were applied in the first phase of data analysis, providing deep understanding and insights into the planning, organisation, and structure of the event, as well as identifying pre-determined legacy objectives and leverage strategies and tactics. Table 3.3 below provides an outline of the official documents analysed.

Table 3.3
Analysed Documents

Organisation	Document
	Annual reports
Cricket Australia	ICC Cricket World Cup 2015 Trophy Tour: Host City Brief
	ICC Cricket World Cup 2015 Legacy Program Update
	ICC Cricket World Cup 2015 Education Legacy Program
	Every Match a Home Match: The Story of the ICC Cricket World Cup 2015
Local Organisation Committee	ICC Cricket World Cup 2015 Trophy Tour and Promotions Plan
	ICC Cricket World Cup 2015 Media and PR Strategy
	Draft ICC Cricket World Cup 2015 Media and PR Strategy
Queensland Government	Host City report
	Cricket Smart Stage Two-Building The Momentum and Forging Relationships
itc Publications	ICC World Twenty20 Australia 2020: Cricket Smart education Legacy Project

3.7.2 Semi-structured interviews

Semi-structured interviews supported document analysis to gain valuable data with which to address the research question. Of the three types of interviews (structured, semi-

structured and unstructured), semi-structured was preferred as it offered the researcher a level of flexibility best suited to generating information from participants. In semi-structured interviews, the content of the interview is guided by some structure (such as an interview guide, for example), but spontaneity is encouraged through flexibility in question order and wording to encourage elaboration, and to probe further for deeper understanding (Myers, 2013). This contrasts with structured interviews, which offer very little, if any, in the way of flexibility to tailor questioning, or follow up probing (Yin, 2014). Furthermore, semi-structured interviews allowed for the flexibility in questioning around sourcing of official documentation. Google searches undertaken prior to the semi-structured interviews were unable to source official documentation relevant to the research project or answering the research questions. Therefore, the researcher had only a base level understanding of Cricket Australia's legacy strategy or leverage implementation prior to interviewing the research participants. Thus, an important objective of the interviews was to gain access to official documentation.

Interviews were conducted between February 2017 and July 2018, which included a ten-month hiatus due to the researcher's Leave of Absence period. Interviews lasted between approximately 25 minutes to one hour and were conducted face-to-face at coffee shops and interviewees' offices, or by telephone. The researcher travelled to Noosa, Melbourne, Maroochydore and Brisbane for face-to-face interviews, but with the researcher based on Queensland's Sunshine Coast, time and resource constraints dictated that two interviews were conducted by telephone. One interview was held face-to-face with two individuals due to their time constraints. Interviewees were chosen through both purposive and snowballing sampling techniques. A list of these participants is provided below in Table 3.4.

Table 3.4
Semi-Structured Interview Participants (at time of event)

Organisation	Position
Cricket Australia	Board Member General Manager, Team Performance General Manager, Market and Game Development General Manager, Marketing Head of Communications Media and Public Relations Manager
Queensland Cricket	Regional Manager, Sunshine Coast Market Development Officer, Sunshine Coast Game Development Officer, Sunshine Coast Marketing Manager Digital Marketing Manager
Noosa-Tewantin Cricket Club	Volunteer Committee Treasurer and player, and volunteer Treasurer of Sunshine Coast Cricket Association

Both purposive and snowballing sampling techniques proved successful in locating individuals with insider knowledge and expertise about ICC Cricket World Cup 2015 legacy, leveraging activities, event-related media, Cricket Australia's cricket development system, as well as strategies and tactics to encourage participation. A total of 12 participants agreed to participate in the study. Six senior Cricket Australia personnel were interviewed, ranging from board members, and general managers of team performance, game development, communications, marketing, and media. Two interviewees had since moved on from employment with Cricket Australia. An additional five interviews with Queensland Cricket personnel in the game development, and communications, media, and marketing departments were undertaken, as well as one player and one committee volunteer at the community level.

The purpose of the interviews was to better understand how Cricket Australia used the event to impact cricket participation in Australia. Development of an interview guide and grouping of questions around themes assisted with effective interviewing and data collection (Edwards & Skinner, 2009). An interview guide or 'schedule' is a list of questions or general topics that the interviewer wants to explore during each interview (See Appendix 1). These initial questions related to encouraging reflections, opinions, perceptions, expectations and outcomes of Cricket Australia's ICC Cricket World Cup 2015 media-related leveraging opportunities and their potential impact on cricket participation in Australia. To that end, in

an attempt to answer the project's primary question, *"How can a host sport governing body leverage the television broadcast of a MSE for sport development legacy?"*, interviewees were asked questions from the interview guide grouped around the five *a priori* themes: (1) event legacy; (2) event leverage; (3) cricket development; (4) event media; and (5) the interconnection between the previous four themes.

Whilst the themes were similar for all interviews, some questions and probes were interviewee specific, depending on the role/s filled by individual interviewees (Taks et al., 2014). When interviewing marketing and media personnel, for example, the line of questioning and discussion undertaken was focused more on revealing their thoughts and views on the event's media and marketing, and its (possible or realised) impact on cricket participation. Meanwhile, for Cricket Australia interviewees, questions were more about strategy, while for interviewees at local or state level, questions focused more on their perceptions of Cricket Australia's implementation of strategies aimed event media leverage and cricket participation legacy.

3.7.3. Recording data

The researcher digitally recorded the semi-structured interviews using a recording application on his iPhone 7, as well as backup provided through web-based recording applications. All interviewees completed a consent form prior to the interviews being conducted, and were asked permission for interviews to be recorded, which was granted by all participants. In addition to recording interviews, the researcher also undertook note taking. While the recording of interviews has many benefits over note taking, note taking nonetheless allows the researcher to write down quick observations in real time, and/or capture important points to revisit during the interview (Jansen, Lakers, & IJsselsteijn, 2017). Meanwhile, recording of the interview allows the researcher to concentrate fully on the communication process and interview procedure, and has obvious benefits for data analysis as it offers a more complete and detailed record of the interview (Yin, 2014). Following ethical research protocols, and to ensure exact replication of the interview content, the researcher transcribed verbatim each interview (Edwards & Skinner, 2009). The data are stored electronically (including transcripts) on the researcher's password protected computer. To establish confidentiality and protect the anonymity of respondents, each participant was allocated a unique code and not identified by name, with all interview recordings erased after transcription (Edwards & Skinner, 2009).

3.8 Data analysis

This section discusses the research project's methods of data analysis. Data analysis involves interrogation of data with the intent of finding order, revealing key concepts and theories, and facilitating a clearer understanding of the phenomena under investigation (Denscombe, 2010). This project used both deductive and inductive approaches to analysis of all official documentation and semi-structured interviews. Manual coding was the first stage of data analysis used in this research project, which involved a three-stage sequential process, providing meaning and structure to the raw data (Denscombe, 2010; Neuman, 1997). As discussed earlier, deductive *a priori* codes developed during directed content analysis were applied to the raw data, including documentation and interview transcripts. The four-stage coding process is discussed below.

3.8.1 Four-stage coding process

Coding provides structure to the data, and is the process of organising information into manageable chunks, segments, or conceptual categories (codes) in order to develop meaning from each segment (Neuman, 1997). Interrogation of the data in the four-stage coding process, allows "…the researcher to see that certain bits of the data have something in common" (Denscombe, 2010, p. 115). Those common chunks are then tagged and placed into broader categories (Denscombe, 2010). Each code is effectively a category or 'basket' into which a piece of datum is placed and then labelled, reducing the data into manageable chunks, as well as acting as a retrieval and organisational device (Edwards & Skinner, 2009).

A sequential, four-stage manual coding process was used to code the data in this research project. The first stage of data analysis involved applying the deductive *a priori* codes to the raw data. As raw data relevant to each code were discovered, they were 'tagged', which involved highlighting relevant passages or words initially on hard-copy, which were later cut and pasted under the *a priori* headings. Any raw data that did not fit within the five *a priori* codes were cut and pasted into a separate code labelled 'other', with this code returned to many times during the remaining coding process. Notes were also taken during analysis, assisting the researcher to gain a deeper understanding of the data and emergent categories. In the second stage, the researcher commenced the inductive coding process, examining the data under each *a priori* code. This process resulted in development of preliminary categories of information (Creswell, 2009), guiding initial (inductive) examination of the data (Edwards & Skinner, 2009). In the third stage, the researcher examined the categories developed in stage two, comparing codes, looking for relationships, and identifying and grouping the emergent, inductive categories (Denscombe, 2010). The researcher returned to the emergent, inductive

codes many times in an effort to gain greater clarity; in the process, determining their relevance, not only to answering the research questions, but also their strength and value in proving broader understanding of Cricket Australia's leverage of the event and its broadcast, and its impact (if any) on cricket participation outcomes. This allowed for deeper understanding of the data and further refinement of categories.

In the fourth stage of the coding process, the researcher revisited the raw data for supportive, contradictory or contrasting evidence of the newly developed concepts and categories (Neuman, 1997). This process assisted in building a conceptual discussion, and determining whether sufficient data existed to support interpretations (Edward & Skinner, 2009) of Cricket Australia's ICC Cricket World Cup 2015 media opportunities and their impacts on cricket participation in Australia. In stages one and two, themes were identified and developed, and in stage three a deeper understanding of these concepts and themes occurred by identifying data that confirmed or contradicted them (Edward & Skinner, 2009). This refinement process enabled the generation of precise themes that assisted in analysis of Cricket Australia's ICC Cricket World Cup 2015 media opportunities and their impact on cricket participation in Australia, thus forming a structure for the up-coming findings and discussion chapters (Creswell, 2009). The themes that emerged from the coding process were: short term outcomes; long term outcomes; planned outcomes; unplanned outcomes; and, the trickle-down effect. Figure 3. 1 provides an example of the inductive codes, concepts and themes from within the *a priori* code of *event leverage*, and the sequence of coding.
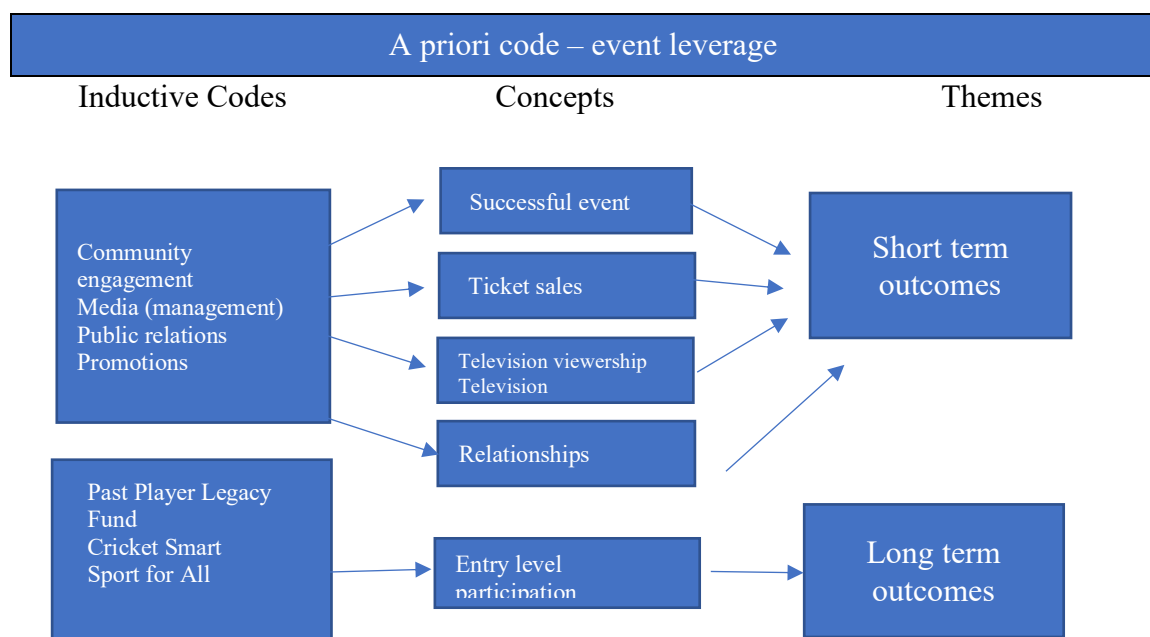

Figure 3.1 Emerging Inductive Codes, Concepts, and Themes Within the a priori Code of Event Leverage

3.9 Validity and reliability

3.9.1 Research integrity

In the research project, research integrity underpinned a focus on validity and reliability. Yin (2011) believes that due to the flexibility inherent in qualitative research methodology, research integrity holds special importance, as readers, "…will want to know that qualitative researchers have gone to great length to conduct their research accurately and fairly" (p. 41). To address research integrity, the researcher ensured the study followed a set of research procedures, and was guided by ethical research guidelines (Yin, 2011). An ethics application was applied for and granted through Bond University's Human Research Ethics Committee (Number 15641). Research did not commence until this was granted, with safeguards and procedures to protect the rights of participants adhered to (Yin, 2011). These included: informed consent; identity protection; and information confidentiality. Prior to being offered a 'consent to interview form', all interview participants were provided with a research overview document, outlining the focus and reasons for the research. As previously mentioned, in the reporting of results, numbers were used rather than participant names, and any specific data that might violate confidentiality were not included in this thesis. Furthermore, 'triangulation' was undertaken. Triangulation is the process of corroborating data/interpretations from more than one source (Kang & Stolar, 2011). Triangulation is an important aspect of qualitative research as it improves validity of research, as study findings or conclusions are likely to be more accurate and convincing if validated across several different sources (Yin, 2014). This research compared data from multiple sources across document analysis and semi-structured interviews, and used participants from different levels of management within each organisation to assess congruency.

3.9.2 Limitations of the study

There are problems inherent in qualitative research design and methodology, as well as ones specific to the research project. This project is based on one case study and any findings and results derived from it should be considered within that context. In addition, The researcher held both face-to-face and telephone interviews. The basic difference between the two is the inherent lack of a visual element in telephone interviews, or what Vogl (2013) calls, "the visual communication channels" (p. 135), a quality considered important for generation of strong qualitative data (Irvine, Drew & Sainsbury, 2013). Yet, there are advantages to both (Irvine et al, 2013; Vogl, 2013). The primary benefits of telephone interviews relate to (travel and time) costs and accessibility; with, face-to-face interviews

facilitating rapport between interviewee and researcher (Irvine et al, 2013; Vogl, 2013). Due to the more personal and visual nature of face-to-face interviews, the researcher attempted to hold all interviews in person. Where this did not occur, the researcher conducted interviews over the phone. To reduce the instances of phone interviews, the author was flexible with his available time and, with funding assistance from Bond University, travelled to locations (including interstate) that best suited interview participants. As a result, nine of the eleven interviews were held face-to-face. Due to time constraints of interviewees, one interview was held face-to-face with two individuals. There are implications for interviewing two people at one time, such as potential for dominance of one interviewee, and comparing this data to data collected during individual interviews.

With the event held in 2015, there was greater potential to gain access to personnel (potential research participants) directly involved in Cricket Australia's strategies directed at leveraging the media of the event. Any problems related to research participants' recollections were overcome through the triangulation of data sources outlined above. Nonetheless, an independent cultural review of Cricket Australia that came about in 2018 as a result of the well-publicised "Ball-tampering scandal" resulted in many personnel changes at Cricket Australia, especially in senior positions well suited to informing this study. As a result, the researcher experienced some difficulty in accessing information from Cricket Australia, after positive experiences in the initial stages. Furthermore, due to budget restraints and the researcher's location, cricket development personnel (those closest to potential participants and delivering entry-level infrastructure) were predominantly from Queensland's south-eastern areas. Whilst the south-east-Queensland-based cricket development personnel provided abundant data from which robust conclusions could be developed, broadening the cricket development personnel interviewed could have assisted the research project. Cricket in Australia follows a broadly federated structure, with Cricket Australia developing national marketing strategies and national entry-level infrastructure, and the state and territory cricket associations tasked with their implementation, expanding the research participants into other states and territories may have resulted in differing experiences and importance placed on leveraging experiences.

3.10 Chapter summary

This chapter outlined the researcher's selection of qualitative methods and a case-study approach to the research project. It covered the preference for purposive and snowball sampling strategies, and a brief overview of document analysis and semi-structured

interviews as primary data collection methods. The chapter also explained the use of a four-stage coding process as a data analysis method, before addressing research validity, reliability and limitations. The selection of a qualitative case study approach to this research project was argued in this chapter on the basis it allowed the study of a case (the ICC Cricket World Cup 2015) in great depth through multiple data collection sources (such as documents and interviews) that offered deep insight into an issue in a context-specific setting. The results and findings of the qualitative, case study methods are discussed and analysed over the next three chapters, starting with legacy strategies developed for the ICC Cricket World Cup 2015.

Chapter 4 Analysis of the Legacy Strategies Associated with the ICC Cricket World Cup 2015

4.1 Introduction

This chapter analyses leveraging strategies formulated to achieve participation development outcomes from the hosting of the ICC Cricket World 2015. In so doing, it is outlined how Cricket Australia was heavily involved in the development and implementation of the LOC's stated vision and objectives, which enhanced alignment between its desired outcomes for the event, and the LOC's vision, objectives and actions directed towards their achievement. This chapter also discusses how delivery of a successful event together with the ICC Cricket World Cup 2015 Legacy Program were planned strategies Cricket Australia developed to leverage the event to achieve the participation pillar of the Strategy for Australian Cricket 2011-2015.

This chapter outlines the different event-related roles and responsibilities between a MSE LOC and a MSE host sport governing body. Then, in the context of the ICC Cricket World Cup 2015, the LOC's vision and objectives for the event, and Cricket Australia's influence upon them, is discussed. The chapter then provides a discussion on the LOC's Media and Public Relation's Strategy, including an examination of the television broadcast of the event, before lastly discussing Cricket Australia's planned strategies as a result of hosting the event. Theoretical analysis will be blended into the discussions and examinations throughout the Chapter.

4.2 Relationship, roles and responsibilities among stakeholders

Sport governing bodies operate at all levels of a sport development system and have responsibility for, "the management, administration, and development, for a sport on a global, national, state/provincial, or regional level" (Hoye et al, 2006, p. 38). In this way, local grass roots sport organisations are linked to their respective regional, state, national and international governing bodies (Shilbury et al, 2006). Cricket Australia is the peak governing body for cricket in Australia; whereas, Queensland Cricket is the peak governing body tasked with the growth and administration of the sport within the state of Queensland. Meanwhile, local community-based cricket clubs are tasked with recruitment of players, coaches and volunteer administrators, who organise training and coach teams, and often, maintain facilities and infrastructure.

Whilst sport governing bodies at the various levels bid for hosting rights of MSEs, quite often they do not actually stage the MSE they have bid for (Masterman, 2005). The ICC

Cricket World Cup 2015, for example, was owned by the ICC. The ICC ran a bid process to find the most appropriate hosts for their event. The hosting rights for the ICC Cricket World Cup 2015 were won by a dual bid involving Cricket Australia and New Zealand Cricket (Local Organising Committee, 2015). The staging of the event was then assigned to a Local Organising Committee (Cricket Australia, 2014a). This committee, whilst comprising employees from both Cricket Australia and New Zealand Cricket, was separate and independent from the two host sport governing bodies and was created specifically for the event. Forming an organisational structure, such as the ICC Cricket World Cup 2015 LOC (as it comprises members of both host sport governing bodies), is strategic in nature aimed at achievement of mutual benefits in potentially uncertain and problematic environments (Babiak, 2007). Misener and Doherty (2013) determine that interorganisational relationships can assist a sport governing body achieve their goals. Potential benefits from forming such an organisational linkage as the LOC, include sharing of financial risk, minimisation of uncertainty, and access to knowledge, skill and expertise. In this way, such an interorganisational relationship can provide the member organisations access to resources that can assist in achievement of stated outcomes that could not be achieved alone (Chalip, 2017; Chalip et al, 2016). Furthermore, a Local Organising committee (LOC) is a temporary organisation (Chalip et al, 2016) tasked with staging an event (Chalip, 2017). As a result, its roles and responsibilities are focused on delivery of the event; whereas, a sport governing body's role is the current and long-term management and development of their sport within their jurisdiction (Hoye et al, 2006). In other words, a LOC's objectives and tasks are event-specific, whereas a host sport governing body's objectives and tasks, whilst involving some event-specific components, will be concerned with the long-term management and development of their sport. The strategies developed to achieve ICC Cricket World Cup 2015 outcomes are discussed in the next section.

4.3 Local Organising Committee's event strategies

Sport governing bodies host MSEs with the belief that through strategic planning and action, hosting a MSE will deliver positive outcomes for their sport and host community. These outcomes can be categorised as impacts (short term outcomes) and legacies (longer term outcomes) (Chalip, 2004). One way to achieve positive outcomes is through event leverage, which involves strategic planning of activities focused on achieving predetermined short- and long-term objectives from MSEs (Chalip, 2004). In other words, if a host sport governing body is attempting to maximise MSE legacy achievement, then leveraging

activities are required (Chalip, 2004; O'Brien & Chalip, 2008; Frawley & Cush, 2011; Frawley et al., 2009; Taks et al., 2014; Weed et al., 2009; Weed et al., 2015).

Cricket Australia provided personnel to the LOC and its event workforce, with the event's overall vision and objectives, all agreed to and signed off by the Cricket Australia Board. As noted by Respondent 4, "James Sutherland [former Cricket Australia chief executive officer] was on the LOC committee. A lot of those [LOC vision and goals] were to be considered one and the same. So, if you read LOC goals, they were signed off and approved by the CA Board". This form of organisational linkage reflects what Connelly et al (2011) and Martin et al (2015) would term an 'interlocking directorate'. Cricket Australia's former chief executive officer and other employees sat on the LOC; in the process, reducing its uncertainty and aligning its objectives, strategies and tactics from hosting the ICC Cricket World Cup 2015 to those of the LOC. Therefore, Cricket Australia was heavily involved in and satisfied with the event's objectives and vision, assisting in strategy alignment between Cricket Australia's expectations (objectives) from hosting the event and the LOC's vision, objectives and actions directed towards their achievement.

In addition to the LOC's objectives, Cricket Australia had its own specific cricket participation legacy objectives aligned to the hosting of the ICC Cricket World Cup 2015. In this context, cricket participation refers to players, leaders and fans watching local, state and/or international cricket. Cricket Australia planned to use the ICC Cricket World Cup 2015 to achieve cricket participation objectives that aligned with their strategy for Australian Cricket 2011-2015. Objectives outlined in this document included: increasing and diversifying the participation and fan base (reflective of Australia's population); transfer female sampling to life-long attachment; growing the connection with schools; and enhancing delivery capacity of clubs (Cricket Australia, 2014b). Cricket Australia planned to leverage hosting of the event through two strategic approaches. One strategy was to deliver a successful event, through "Delivery [of] a fan-friendly 2015 World Cup which ignites fans' passions and creates a legacy for cricket" (Cricket Australia, 2014b, p. 2). And the other was to develop and implement an ICC Cricket World Cup 2015 Legacy Program (Cricket Australia, 2014b). In this regard, 'participation' was an important concept for both the LOC and Cricket Australia. For both, 'participation' had a twin meaning: participation in the event and participation in the game of cricket. The assumption was that they were linked and achievement (or maximising) the former would lead to the latter.

In order to deliver a successful event, Cricket Australia placed importance on ensuring matches were well attended in a spectator-friendly environment, which provided a

safe and enjoyable experience (Local Organising Committee, 2015). Furthermore, Cricket Australia held a strong belief that maximising match attendance and offering those spectators a good experience was linked to cricket participation legacy. Indicative of other responses along the same lines, when asked about a possible link, Respondent 3, stated:

> …if you think about participation in its broader sense, more than just being players, but being active supporters … it's really, really important for mums and dads to take their kids to cricket events and introduce them to the game of cricket and they have a great time. They're all linked.

In this way, Cricket Australia executives assumed that working towards delivery of a successful event would correlate to positive cricket participation dividends. This assumption guided Cricket Australia's desire to ensure alignment between their objectives from hosting the event, and those developed by the LOC; therefore, forming the basis for their involvement in and delivery of the LOC's vision and objectives. The LOC developed the event's vision and objectives (Local Organising Committee, 2015), provided in table 4.1 below. The overall vision for the event was to: "…inspire passion and participation in a celebration of cricket that will bring lasting benefits to the game locally and internationally" (Local Organising Committee, 2015, p. 11). To achieve this vision and deliver a successful event, the above 10 underlying objectives were developed (Local Organising Committee, 2015, p.12).

Sport participation as a pre-determined outcome from hosting a MSE can be considered a planned, positive and intangible event legacy (Preuss, 2007). As outlined in the event's vision and objectives, the LOC had short-term, event (impact) aspirations that it was believed would lead to legacy outcomes. In particular, the LOC aimed for sport participation legacy outcomes that would produce: "Lasting Benefits: Increase appreciation for and participation in cricket in New Zealand and Australia and around the world" (Local Organising Committee, 2015, p. 12). The event's vision and objectives, as presented in Table 4.1 above, reveals an underlying assumption that achieving the short-term, event related objectives would be enough to ensure lasting benefits (objective 10). For example, although the vision explicitly refers to "inspiring participation," of the four instances in the objectives where derivates of the word appear, three of these refer to participation in the actual event, rather than specifically referencing participation in the game post-event. The LOC outlined the importance of 'participation' in the event to delivery of a successful tournament, "Participation became the key word from the Vision statement for the tournament. The view was that all other key objectives for the LOC and its stakeholders, including Cricket Australia

could be achieved if participation was sufficiently high" (Local Organising Committee, 2015, p. 13), reflecting the dual meaning of 'participation'. Table 4.1 outlines the LOC's vision and objectives.

Table 4.1
The LOC's ICC Cricket World Cup 2015 Vision and Objectives (Adapted from Local Organising Committee, 2015, pp.11-12).

Vision	
Our vision for the ICC Cricket World Cup 2015 is to inspire passion and participation in a celebration of cricket that will bring lasting benefits to the game locally and internationally	
Objective	***Explanation***
High Capability	Assemble a team of high calibre individuals and partner organisations to deliver the vision for the ICC Cricket World Cup 2015
Close collaboration	Build and sustain a genuine partnership between the ICC, New Zealand and Australia with agreed objectives and strategies
Maximum participation	Maximise match attendances, broadcast audiences, online interaction, media coverage and community involvement
Financial return	Maximise the financial return to invest in the future of cricket
Enhance reputation	Achieve positive media coverage for the tournament and the game around the world, enhancing cricket's reputation and appeal
Inspire and entertain	Generate interest by positioning the event as a unique "fan friendly" opportunity and then deliver an enjoyable, memorable experience for all participants
Secure environment	Conduct the event safely for spectators, players, officials, VIPs, media and staff
Optimum performance	Provide the conditions that enable participants to achieve optimum performance, on and off the field
Community dividend	Work closely with governments, local authorities and their respective agencies to help maximize the promotional, economic and social benefits to host cities in particular and to New Zealand and Australia in general
Lasting benefits	Increase appreciation for and participation in cricket in New Zealand and Australia and around the world

Further analysis suggests that the vison and objectives illustrate a holistic, sport development approach to achieving event outcomes. Sotiriadou et al (2008) define sport development as, "… a dynamic process, in which sport development stakeholder involvement provides the necessary sport development strategies and pathways to facilitate the attraction, retention/transition and nurturing of sport participants" (p.266). Sport development, therefore, whilst having a participation component, is concerned with the overall structures of the sport. In regard to leverage of a MSE to achieve predetermined outcomes, the vison and objectives are reflective of greater importance being placed on the elements that surround participation, or elements that make participation possible, such as reputation, for example. This wider lens helps to explain Cricket Australia's influence on and acceptance of the event's vision and objectives. In Cricket Australia's assumption, focusing on the elements concerned with delivery of a successful event – packed stadiums of spectators having a safe, enjoyable time, was just as important for participation legacy as provision of entry-level participation infrastructure. The strategies the LOC developed to deliver a successful event are discussed below.

4.3.1 The role of media and public relations strategy

Relationships with the media are an important conduit between sport organisations and their target markets (Taks et al, 2014). Organisational linkages are strategic in nature aimed at achievement of mutual benefits and offer organisations solutions to problems that could not be achieved or solved alone (Misener & Doherty, 2013). Strong relationships with individual journalists and media organisations have been shown to assist efficient and effective message communications (Taks et al, 2014). Furthermore, research by Frawley and Cush (2011) and Sotiriadou et al. 2008) affirm that effective MSE communications can have a positive impact on sport development. In the context of this research, linkages with media organisations (such as News Corporation, the multi-cultural media, cricket writers and bloggers) were of vital importance to the LOC achieving its communication objectives. Respondent 1 summed up the general feeling of those interviewed concerning the importance of media relationships to achieving communication objectives, "It comes down to the relationships you have with them. That's a big thing. Yeah, it comes down to relationships and who you know." This was supported by Respondent 12, "Media linkages are important as you've got to be active and reactive with the media. You want to be able to convey a story quickly. You've got to know the right people and have those good relationships." The benefits of these tight linkages were also illustrated by Respondent 11, "Without that media

support, it would be a lot, *lot* harder to achieve your communication objectives. And you'd spend a whole lot more money as well."

Perceived negative public perceptions about One Day Cricket (the format of the 2015 Cricket World Cup) and of the event itself were strong motivation for creating linkages with the event's media. As Respondent 3 offered, "So, the general view in the Australian media…[and] amongst cricket writers was that One Day Cricket is on its last legs… we're hosting the World Cup. Big deal. Who cares? It's irrelevant…it's all boring. And it's a format that's dying anyway". The LOC felt that the best way to address these negative perceptions was through strategic linkages with the media. Respondent 3 suggested: "What we needed to do was go and turn that negative perception around. So, we did a couple of things". Those "couple of things" consisted of LOC members meeting with individual reporters, and then formalising a corporate partnership with News Corporation. Explaining the outcomes of these activities, Respondent 3 stated, "…it opened the door for us to not only work effectively with them editorially, but we then did a commercial partnership around advertising and promotion." Respondent 3 even went so far as to say, "News Corporation was the only single entity that had the power to make the Cricket World Cup a failure before it even started. You need to get News Corp onside, and the most important thing they do is they shape public opinion."

The media have the potential to generate exposure in the general public, as well as influence public opinion, perception, and cultural attitudes and beliefs (Chalip et al, 2016; Shilbury et al, 2003). As Respondent 3's quote above alludes to, the LOC members were aware of the media's potential to influence or shape public opinion. In the context of this research, LOC members used their strategic linkages with media stakeholders to highlight the stature and international nature of the event, particularly to the relevant ex-pat communities in Australia. This simultaneously served to reinforce the perceived legitimacy of the 50-over, one-day format of the game. These strategic media linkages were also used to generate awareness and excitement about the event in attempts to drive event 'participation' through attendance at matches and/or television viewership.

Therefore, sport governing bodies and event organisations have the power to influence media coverage through their communication practices, especially their promotion and media management strategies and activities (Chalip, 2004; Getz & Fairley, 2004; Kim et al, 2015; Sherwood et al, 2017). The objective is to develop strategies and actions that not only create a favourable opinion about a sport product, but are also powerful enough to have their target audience consume the sport product (Masterman, 2005; Shilbury et al., 2003; Smith, 2008).

Figure 4.1 outlines the LOC's Media and Public Relations Strategy. The purpose of the campaign was to increase awareness of the event, enhance perception of the tournament and cricket, and drive ticket sales and viewership of the broadcast (Local Organising Committee, 2014a). This strategy also aligned with LOC objectives: maximise participation; financial return; and enhance reputation (Local Organising Committee, 2015). All of the five objectives outlined in the LOC's Media and Public Relations Strategy were directed toward encouraging consumption of the event, with only one (Objective 4) partially suggesting a forward-facing perspective on the sport's reputation. Furthermore, as the television broadcast of a MSE, by its very nature, can only occur during and after an event, promotion and media management undertaken in the leadup to an event is important in generating awareness and excitement, and persuading 'participation' in the event through match attendance or watching of the broadcast. This provides a different perspective on Chalip's (2004) position of event-related media as exclusively for long-term leverage. The seccssful implementation of the LOC's short-term event focussed media and public relations strategy indirectly positioned the television broadcast of the event positively ofr Cricket Australia to leverage for its cricket participation outcomes. The LOC's media and public relations strategy involves framing and distribution of effective messaging (Pedersen, Laucella et al, 2007).
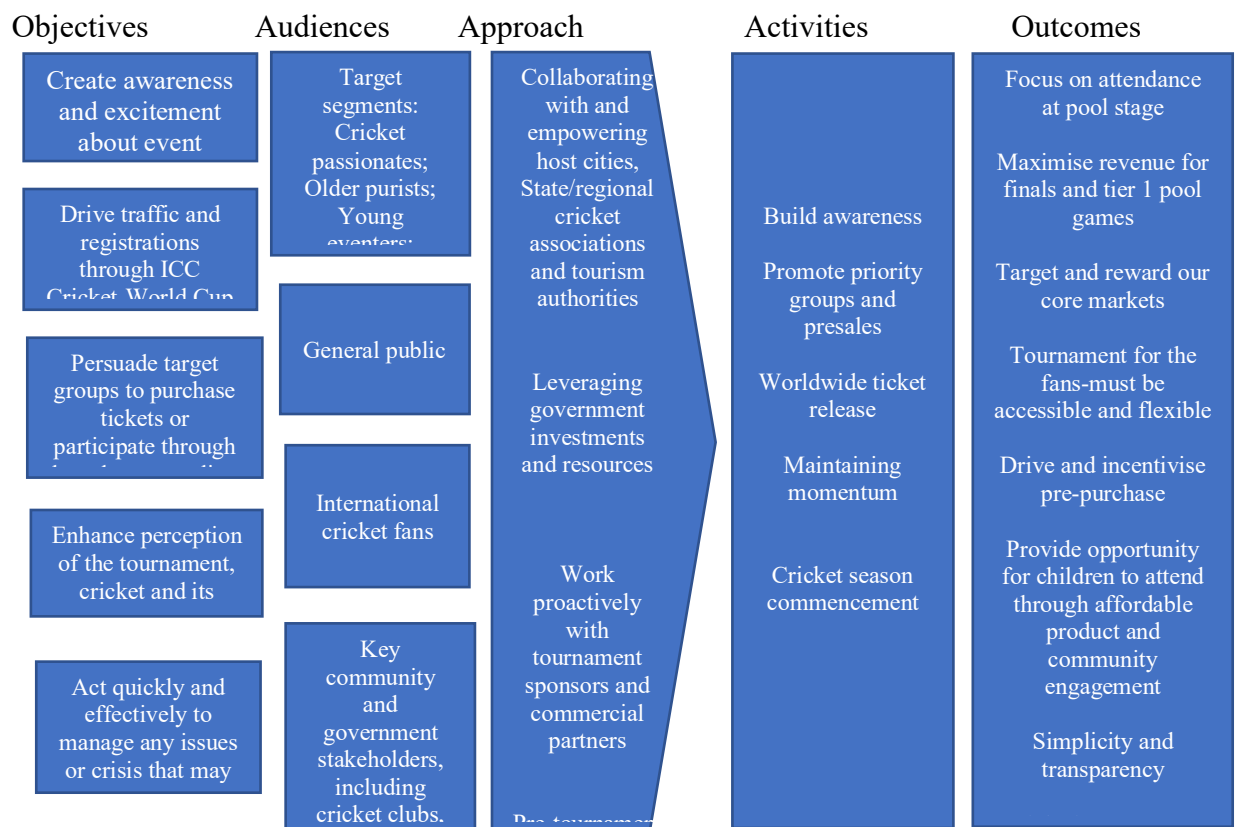
Figure 4.1: ICC Cricket World Cup 2015 Media and Public Relations Strategy. (Adapted from Local Organising Committee, 2014a, p. 2)

Messages are key to successful sport communication (Pedersen, Laucella et al, 2007). The LOC was aware of the importance of messaging in order to achieve their media and public relations objectives. Respondent 2 elaborates, "So, you need to have an attractive story to tell…we're storytellers and we need to find the message to convey to the public to attract them [target audiences] to come [to the event]…" The ICC Cricket World Cup 2015 Media and Public Relations Strategy's key messages were:

- Cricket's most prestigious global tournament is returning to Australia and New Zealand after 23 years
- This is a once in a generation opportunity to see the best players and best teams going head to head in our back yard
- ICC Cricket World Cup 2015 will be a celebration for fans and family – it will be affordable and accessible so that everyone can get involved
- We want to create an event that inspires young cricketers and provides lasting memories for Aussie fans and families
- With a television audience of more than one billion people, the tournament will showcase Australia to key international markets and serve as a catalyst for new opportunities in tourism and trade
- Tickets on sale now, visit www.cricketworldcup.com to create your own World Cup experience (Local Organising Committee, 2014a, p. 6).

The key messages delivered in media and public relations activity were short-term, event-related impact focused. By necessity, this is different to messaging for a sport governing body, as Respondent 1 explains, "It's not like a sporting body where you're dealing with athlete stories…[in regard to a MSE] you're dealing with event stories". The LOC developed messages to align with the objective of the media and public relations strategy. Respondent 2 explains, "Our messages through the media were consistent with that 'this is rare and special' theme. So, we consistently pushed out that: it [The World Cup} hasn't been here for twenty-three years. Everybody is welcome. All the messages through the media were of that kind". The LOC's messaging also evolved over time, as Respondent 2 states:

> I think very clear messages were used. A very clear plan as to how the
> messages change over time. So, when we start, it's about building
> awareness; educating people. Then move on to ticket sales, and then it

moves to talking about the cricket to also talking about the World Cup as a major event.

Organisational linkages with the event's media, such as News Corporation, and multi-cultural media, assisted the LOC in driving 'participation' in the event, through attendance at matches and viewership of the event's television broadcast. MSE media relationships aided the LOC in gaining exposure for the event, and addressing the reputation of one day cricket and the ICC Cricket World Cup 2015. The LOC's key messages distributed through its media, public relations and promotions activities were short-term, event focused. The television broadcast of the event is discussed in the next section.

4.3.2 Television broadcast of the ICC Cricket World Cup 2015 in Australia

The television broadcast of sport events, especially free-to-air, is a desirable promotion opportunity for sport governing bodies (Mehta, 2009; Shilbury et al, 2003). Whilst Cricket Australia won the joint-rights to host the ICC Cricket World Cup 2015, it did not possess the rights to its broadcast. The television broadcast rights are owned by the ICC, which transfers these rights to competing media organisations through a tender process. Through the ICC's tender process, Star Sports was awarded the exclusive global television broadcast rights to all of the ICC's major events from 2015 to 2023, including the ICC Cricket World Cup 2015 (International Cricket Council, 2019d). Star Sports then managed the distribution of the event's global television broadcast rights to television broadcast partners, which included Fox Sports (a subscription television service) in Australia (International Cricket Council, 2019d). Due to Australia's anti-siphoning legislation, all fixtures involving Australia, the semi-finals and final of any ICC Cricket World Cup are telecast on free-to-air channels (Australia Government, 2010). Concerning broadcast of the event in Australia, as explained above, Fox Sports, a subscription television service, won the broadcast rights, and was then required to on-sell some of these rights to a free-to-air service. As Respondent 1 explains, "Because of the anti-siphoning law in Australia, Fox was the main broadcaster, and they sub-licensed to Channel 9." As a result, every one of the 49 games was televised live on Fox Sports, which created a 24-hour, ICC Cricket World Cup 2015-specific channel, and for free-to-air viewers, all Australia games (six games), plus the event's finals (seven games), were broadcast on Channel 9.

Even though communication between sport organisations and the public has evolved with the advances of information technologies and social media, the broadcast of MSEs on

television can still generate large numbers of viewers (Schultz, Caskey & Esherick, 2014; Schultz & Arke, 2016; Whannel, 2014). Australia is no exception. For example, the television viewership of the ICC Cricket World Cup 2015 Final peaked at 4.218 million viewers in Australia, recording it as the highest-rating television program to March of 2015 (Sinclair, 2015). Mehta (2009) showed the importance of television broadcast to the growth and dominance of cricket in India. The excitement and raw emotion of a MSE, if captured and delivered strategically through television broadcast, can position the focal sport(s) in a favourable light in the public eye. Mehta's (2009) research also shed light on the promotional benefits of a nation winning a MSE to the sport's popularity. This is of relevance to the ICC Cricket World Cup 2015 as the host nation, Australia, not only made the final, but also was victorious (Local Organising Committee, 2015). This victory, and its television broadcast to over 4 million Australian viewers (Sinclair, 2015), offered Cricket Australia a potentially powerful communication opportunity to leverage for its stated participation objective. Promotional tools (such as television advertising, for example) could have been used to remind, inform, and persuade the general public of opportunities for cricket participation and its benefits. In addition, traditional media, such as the television broadcast of sport events, could have been coupled with social media to generate conversation between viewers and the host sport governing body to encourage achievement of their communication objectives (Hanna et al, 2011; Schultz et al, 2014). Clearly, the television broadcast of a MSE remains a versatile communication opportunity for a host sport governing body. Due to this broad-based exposure and versatile communication opportunity a television broadcast of a MSE provides, it is potentially the most effective communication opportunity that a host sport governing body has in their goal of encouraging sport development legacy. More discussion on Cricket Australia's sport development legacy is presented in later sections. To support its media, public relations and promotions efforts, the LOC developed a community engagement program. This will be outlined in the next section

4.3.3 LOC's community engagement strategy

The LOC's community engagement strategy commenced in 2013 and supported the LOC's media, public relations and promotions strategy. The community engagement campaign was a partnership between Cricket Australia, its state, territory and local club cricket associations, and host cities. Table 4. 2 outlines the strategy and objectives of the LOC's community engagement campaign.

Table 4.2

The LOC's Community Engagement Strategies and Objectives (Adapted from Queensland Government, 2015, and interviews)

Objective
To maximise fan engagement, create demand for ticket sales and convert passion into participation for the ICC Cricket World Cup 2015-creating positive legacies for the game
Strategies
Activations at international cricket matches seasons 2013-2014, 2014-2015
Delivery official Trophy Tour-November 2014 through March 2015
Activations at community events and festivals across host states from 2014
Cricket clubs-promotions collateral, ideas on how to 'celebrate' ICC Cricket World Cup 2015, ticketing information

The campaign was developed to, "…maximise fan engagement, create demand for ticket sales and convert passion into participation for the ICC Cricket World Cup 2015 – creating positive legacies for the game" (Queensland Government, 2015, p. 8), through strategies focused on activations at international cricket matches held in Australia; running the official trophy Tour across Australia; activations at community event and festivals; and communication with cricket clubs within Australia. Interestingly, whilst Cricket Australia had stated cricket participation objectives, these were not included in the LOC's engagement strategies and objectives. Chalip et al (2016) recommend that community engagements activities such as events, 'fan fests' and 'road shows, as well as opportunities to trial the sport can be effective in sport participation endeavours. While the LOC certainly engaged the community around attending the event, there is little evidence that they encouraged the community to try cricket or participate in the sport, as recommended by Chalip et al (2016). However, Cricket Australia was clear in its strategies to leverage the ICC Cricket World Cup 2015 to achieve stated participation outcomes. These strategies are discussed in the next section.

4.4 Cricket Australia's event strategies

Cricket Australia developed two strategies to leverage the event for participation outcomes. One strategy discussed earlier in the chapter was to deliver a successful event, an event which "…ignites fans' passions and creates a legacy for cricket" (Cricket Australia, 2014b, p. 2). The other strategy to which we now turn was to develop and implement an ICC

Cricket World Cup 2015 Legacy Program (Cricket Australia, 2014b). Sport participation infrastructure, such as entry-level programming, is required if people are to participate in a sport (Green, 2005; Sotiriadou et al, 2008). Cricket participation infrastructure can be considered any infrastructure that supports an opportunity for people to participate in cricket, such as introductory programs, modified competitions, as well as school and club competitions. The ICC Cricket World Cup 2015 provided Cricket Australia with an opportunity to highlight current sport participation infrastructure, as well as introduce more targeted legacy programs. Respondent 5 stated that, "The World Cup really provides us with an opportunity to sell the dream; to connect more people to the game through some targeted programs and amplify what we already do." As Frawley and Cush (2011) demonstrated, education-based programs aligned with MSEs can be effective for leveraging participation outcomes. In this respect, Cricket Australia developed the ICC Cricket World Cup 2015 Legacy Program to support its existing entry-level school-based program. Provision of this infrastructure supports Green (2005) and Sotiriadou et al's, (2008) assertion that participation infrastructure is required if people are to participate in sport. Yet, knowledge of this infrastructure is important as highlighted above. Provision of infrastructure is important, but this research extends this literature through acknowledging that infrastructure awareness is key to connecting with potential target audiences.

The ICC Cricket World Cup 2015 Legacy Program was developed to leverage the event to achieve participation objectives that aligned with the participation pillar of Cricket Australia's Strategy for Australian Cricket 2011-2015 (Cricket Australia, 2014b). Table 4.3 outlines the objectives, strategies and desired outcomes of the ICC Cricket World Cup 2015 Legacy Program.

Table 4.3

ICC Cricket World Cup 2015 Legacy Program Objectives, Strategies and Outcomes
(Adapted from Cricket Australia, 2014b, p. 6)

Objectives	Strategies	Outcomes
Develop a participation and fan base reflective of the Australian population		Stimulate participation (strategic target of 1.2 million, including over 200,000 female participants)
Converting female cricket 'sampling' to lifelong involvement	Part A- Cricket Smart initiative	Attract substantial impact on cricket awareness and inclusion strategies
Reach and growth in primary Schools		
Supporting the delivery capacity of club cricket's volunteer workforce	Part B- Sport For All initiative	Strengthen clubs
		Protect and enhance Australia's cricket heritage

At the time of the ICC Cricket World Cup 2015, Cricket Australia's entry-level pathway commenced with school-based initiatives such as In2cricket (for male/female 5-8-year olds), and children were then encouraged to transition to (or enter at the) Master Blaster (for female/male 9-11-year olds) level. This existing infrastructure was supported by three ICC Cricket World Cup 2015 Legacy Program-specific initiatives: Cricket Smart; Sport for All; and Past Players Legacy Fund (Cricket Australia, 2014b). The legacy program aimed at increasing and diversifying participation as well as impacting cricket awareness through strategies targeting schools and clubs. The three initiatives are discussed below.

The use of the Cricket Smart initiative by schools as a teaching resource offers students the opportunity to learn curriculum-aligned material using cricket in an educational context (My Cricket Community, 2019a). The Cricket Smart initiative*,* which is still in existence throughout Australia, was originally a primary-school-based program, but has since grown to include high schools. Cricket Australia, together with itc Publications, an education consultancy, developed the initiative in order to achieve two of the event's objectives:

1.   Maximise Participation: Maximising match attendances; broadcast audiences; online interaction; media coverage and community involvement.

2.   Lasting Benefits: Increase appreciation for and participation in cricket in
         Australia (Cricket Australia, 2014c, p. 2).

Table 4.4 details Cricket Smart's extended curriculum list. Cricket Australia, working with itc Publications, developed the Cricket Smart initiative in order to "…invest and connect with schools for the long term [to deliver] a range of high quality, current and engaging resources aligned to the Australia curriculum (itc Publications, 2015, p. 2). Respondent 5 outlines Cricket Australia's purpose with the Cricket Smart initiative:

> One of the things we were really trying to do was create an education legacy.
> Modules within that program highlighted world cricket and immigration and
> statistics and physics and all sorts of ways to use [the World Cup] to illustrate
> curriculum aligned subjects and connect the students with the game of
> cricket… and just try to create interest in the game and try to stimulate a love
> of the game of cricket.

Table 4.4
Cricket Smart: Australian Curriculum (My Cricket Community, 2019a)

Year Level	Subject	Topic
Year 4	Science	Forces
Year 5	Mathematics	States & Probabilities
Year 6	History	Australia as a Nation
Year 7	Geography	Place & Liveability
Year 9	History	The Making of the Modern World
Year 7-10	Design & Technology	Process & Production

Cricket Australia found Cricket Smart a productive tool in gaining access to school-aged children. Respondent 5 states, "The development of the education resources has enabled us to get a foot in the door to schools". This "foot in the door" provided Cricket Australia with an opportunity to communicate event and non-event related messages directly to their core audience. Respondent 3 offers, "We wanted as many children as possible to say to their Mums and Dads, 'I want to go to the World Cup'. How do we [Cricket Australia] get a message to children? Well, they're all at school, so we'll do it through the school". Respondent 3 found this program especially useful in distributing event-related ticketing information potentially boosting the number of spectators at games, and stated "the program provided an opportunity to make a ticket offering to schools. Knowing you have matches that were not going to sell out, we gave them free tickets. That can help boost your crowds on some of the mid-week games, or games with lower interest". This supports Chalip et al (2016) that such engagement "would enable communication of opportunities (both sport and event-related) across the entire school-ages population" (Chalip et al, 2016, p. 11). However,

Cricket Smart's integration of cricket-related analogies and scenarios that extend beyond sport to go throughout the educational curriculum is significant. This finding extends the work of Chalip et al (2016) and Frawley and Cush's (2011) findings by demonstrating the possibility to go beyond mere communication of event attendance opportunities, but to use the MSE to anchor longer-term awareness of the sport into ongoing curricula and thus achieve potentially deeper levels of engagement and attachment.

The second Cricket World Cup-aligned initiative was called Sport For All. The initiative, still in existence at the time of writing, was focused on providing resources to clubs to educate them on how to encourage growth through inclusion and diversity (My Cricket Community, 2019b). Cricket clubs were encouraged to be more welcoming, engaging and inclusive to those new to the club. Respondent 5 outlines that Sport For All was designed to, "have clubs understand that they might need to be more welcoming to people less familiar with the game of cricket. Even as basic as different food options and understanding of different cultures." The Sport for All initiative offered a Welcome to Our Club, Community Engagement/Inclusion platform, which included club-tailored training and resources aimed at growing and diversifying cricket participants (Cricket Australia, 2014b). This offering provides clubs with resources such as video cases studies, guides, and free club workshops delivered by industry experts (My Cricket Community, 2019b).

Utilising past representative athletes is advised to assist in addressing any enhanced demand that effective participation leverage may develop (Chalip et al, 2016). The third of the three initiatives developed and implemented specifically to capitalise on Australia's hosting of the Cricket World Cup was the Past Players Legacy Fund. The initiative, which is still in existence at the time of writing, offers schools and clubs the opportunity to gain access to past Australian national representative cricket players to attend clubs and schools for speaking and/or coaching opportunities. In partnership with Cricket Australia and each of the State Cricket Associations, the program offers past players paid opportunities to visit schools and clubs for coaching and/or mentorship (Australian Cricketer's Association, 2019). To fund the program, the Australian Cricketer's Association negotiated a share of Cricket Australia's profits from the 2015 World Cup (Australian Cricketer's Association, 2019).

Together, existing participation-based entry-level programs and the ICC Cricket World Cup 2015-specific programs comprised Cricket Australia's efforts to provide participation opportunities for those not currently playing cricket. Availability of these programs supports Green's (2005) and Sotiriadou et al's (2008) position that sport participation infrastructure, such as entry-level programming and structural planning around

advancement from one level of participation to the next, is required if people are to participate in a sport. Yet, evidence within this project extends the literature on sport participation infrastructure demonstrating that education resources that link a MSE to, not only participation infrastructure, but also to school curriculum provides an opportunity to deepen levels of participant engagement, assisting cricket participation endeavours.

4.5 Chapter summary

This chapter has discussed leveraging strategies developed to achieve outcomes from the hosting of the ICC Cricket World Cup 2015, highlighting the twin meaning of 'participation' held by the LOC and Cricket Australia. This chapter discussed how Cricket Australia was heavily involved in the development and implementation of the LOC's stated vision and objectives, which enhanced alignment between their desired outcomes for the event, and the LOC's vision, objectives and actions directed towards their achievement. This chapter also outlined how delivery of a successful event together with the ICC Cricket World Cup 2015 Legacy Program were planned strategies Cricket Australia developed to leverage the event to achieve the participation pillar of the Strategy for Australian Cricket 2011-2015. Delivery of a successful event included developing linkages with the event's media and Australia's multi-cultural communities, and media, public relations, promotions and community engagement strategies aimed at enhancing the event's reputation, as well as generating awareness and excitement surrounding the tournament. This heightened media profile of the event was ultimately central to persuading the general public and, especially, target audiences, to take action to attend games, and/or watch the television broadcast of the event. The actual implementation of these strategies is discussed and analysed in the next chapter.

Chapter 5 Analysis of the Leverage Activities Associated with the ICC Cricket World Cup 2015

5.1 Introduction

The previous chapter discussed leveraging strategies formulated to achieve participation development outcomes from the hosting of the 2015 ICC Cricket World Cup. This chapter investigates the leverage activities implemented by Cricket Australia and the LOC to achieve these strategies. It highlights the effectiveness of the LOC's media, public relations, promotions and community engagement strategies and activities in delivering record event crowds and television broadcast viewers. This chapter further demonstrates that Cricket Australia planned to leverage the ICC Cricket World Cup 2015 for participation outcomes via delivery of a successful event and implementation of the ICC Cricket World Cup 2015 Legacy Plan. Yet, this chapter also illustrates that a LOC's short-term event-related focus has the potential to assist long-term participation outcomes. In addition, the chapter argues that provision of entry-level participation infrastructure, such as the ICC Cricket World Cup 2015 Legacy Plan, provides participation opportunities for both current and potential cricket participants. This chapter also outlines how the trickle-down effect impacted Cricket Australia's attempts at achieving their stated participation outcomes from hosting the event, missing an opportunity in the process.

5.2 Local Organising Committee's leverage activity

The LOC implemented a media, public relations and promotions campaign together with a community engagement campaign, which are summarised in Table 5.1.

Table 5.1
The LOC's Implemented Activities to Achieve Stated Event Outcomes (Adapted from Local Organising Committee, 2015, and interviews)

Actions	Explanation
Implement a media, public relations and Promotions campaign	Mainstream and multi-cultural media editorial and advertising Special and milestone publicity events Digital platform content and advertising and eDirect Marketing
Implement a community engagement program	Activations at domestic international fixtures Trophy Tour Community events and festivals Club cricket activities Multi-cultural activities

Linking with the event media, celebrities, ambassadors, host cities, and state and regional cricket associations and community cricket clubs assisted the LOC in its leverage activity. Organisational linkages such as these allow an organisation to achieve outcomes it could not achieve alone (Chalip, 2017; Chalip et al, 2016). The activities developed to achieve stated outcomes (outlined in figure 4.1) are discussed below.

5.2.1 The LOC's media, public relations and promotions activities

An organisation's integrated communication strategy includes the numerous activities and means utilised to communicate a consistent and clear message to their target audience(s) (Davis & Zutz Hilbert, 2013). The LOC, as the primary actor responsible for negotiating media coverage and promotions of the ICC Cricket World Cup 2015 within Australia, implemented a multi-year, multi-faceted and multi-channelled campaign built on public relations involving special and milestone publicity events and celebrity/ambassador endorsement and promotions. Respondent 2, explains, "The organising committee was very much responsible for driving constant media coverage within Australia … via a multi-faceted, multi-channelled media, public relations and promotions strategy." The media, public relations and promotions activities implemented by the LOC are presented in Table 5. 2.

Table 5.2
The LOC's Media, Public Relations and Promotions Activities (Adapted from the Local Organising Committee, 2015; Queensland Government, 2015)

Medium	Explanation/information
Television	Editorial, advertising and program integrations (Free to Air/Subscription television)
Television broadcast	Fox Sports and Network 9
Print	Editorial, advertising
Radio	Advertising and program integrations
Digital platforms	Web-based and Social media (Event website, event 'app', Facebook, Twitter, Google+, LinkedIn)
eDirect Marketing	ICC Cricket World Cup 2015 database, venue databases, Cricket Australia's cricket family, Ticketek
Out of Home (OOH)	Advertising (billboards)
Special and milestone events	Media publicity events

Chalip (2004) theorised that media, public relations and promotions are effective activities in attempts to maximise exposure. To build exposure in the lead-up to the event, the LOC implemented activities such as: special and milestone events such as a "200 days to go" and "100 days to go" campaigns; launches of ticket sales; touring team announcements; a

Trophy Tour of the actual Cricket World Cup (see Table 5.4); as well as a strategic advertising campaign (Queensland Government, 2015). These initiatives were coordinated across various media platforms that included television (both free to air and subscription); radio (advertising and editorial integrations); and digital media that focused on personal sales and direct marketing, (Local Organising Committee, 2014a). The promotions campaign had a tag line of "*Greatness is contagious*" (Local Organising Committee, 2015, p. 38).

Despite the growth of digital and streaming media in the broadcast of MSEs, free-to-air television continues to generate large numbers of viewers (Schultz et al, 2014; Schultz & Arke, 2016; Whannel, 2014). Indeed, television provides significant broad-based exposure for a sport (Fortunato, 2000). As a result, the television broadcast of sport events, especially free-to-air, remains a desirable promotion opportunity for sport governing bodies (Mehta, 2009; Shilbury et al, 2003). Television activations implemented by the LOC, outlined in Table 5.3, were used to promote the event via advertising and broadcast integrations.

Table 5.3

Television Activations (Adapted from Queensland Government, 2015, and interviews)

Television activations	Explanation
Event advertisement	60, 30, 15 second versions
Fox sports Channel	24 hr dedicated event channel
Television broadcast integrations	Editorial during domestic cricket television broadcast during 2013-2014, 2014-2015 seasons
Television integrations	Editorial during channel 9's morning show (2014)
Event broadcast	Event broadcast shared between Fox Sports and Network 9

Fox Sports, as official broadcast partner (together with free-to-air Network 9), created and promoted a dedicated, twenty-four-hour Cricket World Cup channel (Queensland Government, *2015*) which commenced broadcast in the lead-up to the event, as well as broadcasting all forty-eight matches live. The LOC worked with Fox Sports providing them with cricket editorial and access to players and ambassadors, as Respondent 1 offered, "We ensured they had a lot of content and access to our ambassadors; ensuring they knew what stories we were pushing." Predictably, the 'content' and 'stories' the ambassadors 'pushed' focused on event-related outcomes. The LOC also initiated event-related editorial integrations during domestic international television broadcasts during the 2013-2014, and 2014-2015 seasons (Queensland Government, 2015), highlighting the value the LOC saw in

promotions activity during television broadcasts. In addition, the LOC worked with both Fox Sports and especially Channel 9 in developing event-based editorial activity on shows such as Channel 9 News, the Today Show and the Morning Show. As an example, to maximise awareness of the milestone '100 days to go', the Trophy Tour (which is discussed below) was launched on Channel 9's Morning Show. Respondent 1 described the activities, "with 100 days to go we launched the Trophy Tour on the Morning Show as part of their weather crosses. And we had five weather crosses from Circular Quay in Sydney." In addition, due to Australia's anti-siphoning laws, the event was broadcast on both Fox Sports and Channel 9. All forty-eight games were broadcast live, and all in favourable time zones (the most important games on in primetime) on Fox Sports' dedicated Cricket World Cup channel, with Network 9 televising all of Australia's fixtures, as well as all finals games.

Supporting the event's single television advertisement, which had 60, 30 and 15 second versions, the LOC also implemented event-related advertising through traditional channels, such as radio (mainstream and multi-cultural), print (mainstream and multi-cultural newspapers, magazines) and outdoor, together with digital media channels (Queensland Government, 2015). Advertising has been shown to affect a consumer's purchase activity through its potential to influence attitudes and beliefs, and educate and inform about a product or service's characteristics (Wijaya, 2012). Respondent 2 explains the LOC's advertising program: "We were making sure we were targeting our core segments via a variety of different media. So doing a lot of TV advertising, digital advertising, [radio and] print adverts."

The LOC's print-based editorial and advertising activity was primarily through News Corporation's print media. The Queensland State Government's Host City report elaborates:

> The LOC worked closely with Newscorp in Australia … to promote the
> Tournament. This involved not only the placement of advertising, but the
> activation of a range of media integrations, including 8 and 12 page wraps
> of the newspapers, pull-out wallcharts and team posters and strategic
> ticketing promotions, all of which helped to market the Tournament. (2015,
> p. 35)

The media, public relations and promotions activity was supported by digital activities (Local Organising Committee, 2015). The website and the event's digital application (app), together with Facebook, Twitter, google+ and LinkedIn were launched in July, 2013. The

LOC, supported by ICC's digital and communication staff updated the digital platforms with content daily, with information and entertainment such as "… news, trivia, event and ticketing information, photographs and videos" (Local Organising Committee, 2015, p. 32). As part of the LOC's messages, the public were encouraged to 'get online' and register interest in accepting further event-related information (Local Organising Committee, 2015). This created a database, becoming an important channel for ticket sales (Local Organising Committee, 2015). As the LOC explains, "This fan register grew over time to become a global database of more than 315,000 people and an important channel for ticket sales." (Local Organising Committee, 2015, p. 32). The LOC communicated to individuals who had signed up to the database via email and social media, as Respondent 2 outlined, "We called it our digital marketing strategy, but it was basically email and supported by social media." Respondent 2 outlined the importance of the database to having ticket sales conversations, "… in terms of actually translating into sales of tickets - our core KPI - it was really important to have a direct conversation with people, and that was how we did that." The LOC's digital marketing activity, whilst 'ad hoc', nonetheless is an example of a LOC undertaking their role and responsibilities in achieving their stated vision and objectives; specifically, to sell tickets and encourage people to watch the event on television. Whilst, it is an example of an event-related activity, it was a missed opportunity by Cricket Australia to have a direct conversation with these targeted audiences regarding cricket participation. As mentioned earlier, Cricket Australia's chief executive officer was on the LOC committee and could have accessed the database for Cricket Australia's sport participation benefits. Ultimately, it was a missed opportunity to capitalise on the advantages of forming an interlocking directorate.

5.2.2 Special and milestone events

To build awareness and interest in the event, the LOC implemented a number of public relations events (Queensland Government, 2015). Table 5.4 outlines the LOC's special and milestone event program.

Table 5.4

The LOC's Special and Milestone Event Program (Adapted from Local Organising Committee, 2015; Queensland Government, 2015)

Special or milestone event	Explanation
Tournament launch	Media event, 2013
500 Days to go	Media event
Ticketing launch	Media event, 2013
One year to go	Tickets on sale-events in 14 host cities
200 days to go	Media event
100 days to go	November 6-media event, Major marketing campaign launch, Trophy Tour launch
Venue announcement	Media event
Fixture announcement	Media event

Special events such as the tournament launch, ticketing launch, and venue and fixture announcements were supported by milestone events such as '500 days to go', '200 days to go', and '100 days to go'. The primary focus of these public relations activities was to maximise media interest and attention. Respondent 2 outlines the LOC's tactics in encouraging media interest and coverage, "You develop publicity events that the media will see value in covering. And you use these to encourage all types of media." Such actions support Chalip's (2004) position that public relations activities can enhance the volume of media exposure that an event develops, yet Chalip also cautions that this media exposure must be leveraged to maximise achievement of legacy. Respondent 1 elaborates, "We held major events with enough colour and enough images and action and enough talent, ambassadors and/or celebrities there … We did some quite cool stuff like that that's unique, that's never been done before to get the media to come down."

Knowing the event had a limited timeframe within a very competitive and busy Australian sports market, the LOC focused on special and milestone events, together with ambassador and celebrity endorsements, to maximise media attention. Respondent 12 encapsulated the general feeling of those interviewed as to the benefits of using such tactics:

> You get a limited timeframe in which it is a pretty cloudy or cluttered sporting environment that we have in Australia, so you've got to maximise every opportunity you get. You do get limited times for announcements, so things like when tickets are available, when they're announcing the draw, significant milestones, etc. So, you've probably only got four or five big opportunities for a big event like that and it's just maximising them.

There was no evidence uncovered in this project that such opportunities were maximised for anything other than selling tickets and encouraging television broadcast viewership, both short-term, event-related objectives. Cricket Australia could have potentially utilised these opportunities for cricket participation outcomes, but did not. Potential actions that the LOC and Cricket Australia could have implemented are discussed further within chapters five and six.

The use of celebrities and ambassadors assist in generating media attention, prestige and status, as well as broadening of the audience (Bruton, 2016). Respondent 1 explained that, "They're [celebrities and ambassadors] the ones that get the mass media coverage for us and attract the attention." But celebrities and ambassadors also provide access to additional audiences. Respondent 11 suggested that, "Those ambassadors, whether they're celebrity or another athlete from another code, potentially have another audience all together. So, it's probably just opening up to another audience that might not have heard about the event." Respondent 12 elaborated, "Influential marketing has become one of the buzz words in marketing. Especially the social media. There's a big market for someone with a million Instagram followers to post a photo of themselves holding the trophy, for example." In this sense, the use of celebrities and ambassadors provides an efficient method in getting cut-through to target markets (Bruton, 2016). As Respondent 12 explained:

> If the celebrity or ambassador has a big social following, we'll ask them to
> post about a game we've got coming up. And research tells us that fans are
> more engaged with and follow celebrities and athletes more than clubs or
> teams.

The LOC utilised the services of the Prime Ministers of Australia and New Zealand, global stars, such as past players, Sir Vivian Richards, Martin Crowe, Kapil Dev, Waqar Younis and Sanath Jayasuriya (Local Organising Committee, 2015). Past Australian Cricket Captains, Michael Clarke, Ian Chappell and Denis Lillie, were joined by Australia's three ICC Cricket World Cup winning Captains, Allan Border, Steve Waugh and Ricky Ponting, in making appearances at the LOC's special and milestone publicity events (Local Organising Committee, 2015). Respondent 2 provided an example of the use of both celebrities and a special event, "The tournament launch was an opportunity to invite the world's media in. We had the Prime Minister of New Zealand and the Prime Minister of Australia there. A bit of strategy was to take it beyond cricket with a whole range of influential stakeholders so they could help sell messages as well." Predictably, these messages were short-term, event related and focused on selling tickets and encouraging television broadcast viewership of the

tournament. There was no mention of cricket participation programs or opportunities in Australia. It was also another missed opportunity to use celebrities to promote the sport of cricket to potential participants.

5.2.3 Multi-cultural media

Whilst the majority of the LOC's media, public relations and promotions activities utilised mainstream, mass media channels for distribution of editorial and advertising, Australia's multi-cultural media were also used for targeted communications (Queensland Government, 2015). The LOC's imperative to maximise ticket sales and television viewership, combined with the multi-cultural make up of the teams competing in the tournament, necessitated the LOC to communicate event messages to Australia's multi-cultural communities, especially those that have a cricket culture, such as India, Pakistan, and Bangladesh, and to a lesser extent, Ireland. The LOC's primary option to communicate with these groups was through Australia's multi-cultural media channels (the other was via community engagement activities, which is discussed further in the chapter). The Queensland Government's Host City Report (2015, p. 35) describes the scenario, "The LOC made investments in strategic multicultural media campaigns with ethnic media, which helped ensure that expatriate populations of competing teams felt welcome and attended the Tournament to support their countries of origin." Respondent 1 provides an example of the LOC's multi-cultural media actions:

> We focused heavily on the teams that were visiting and their domestic media outlets. So, Ireland has the *Irish Echo* here. And we'd focus on an Irish slant to where Ireland were playing, what cities they were playing in. Same, there's the *Indian Voice*, *India Link*, there's a lot of sub-continent community publications here that we focused on.

5.2.4 LOC's community engagement activity

The LOC's community engagement campaign, outlined in table 5.5 below, was a partnership between Cricket Australia, it's state, territory and local club cricket associations, and host cities. Through the provision of resources, organisational linkages such as these allow an organisation to achieve outcomes it could not achieve alone (Chalip, 2017; Chalip et al, 2016). The campaign was thought of as a form of communication, requiring messages (discussed in chapter 4), target audiences (or channels, discussed below), mediums and tactics. The target audiences the LOC wanted to talk to were segmented into four 'publics': The general population; Australia's multi-cultural communities; cricket clubs; and schools. It

must be noted that whilst schools were identified as a target segment for the LOC's communication engagement, the activities were developed and implemented by Cricket Australia (discussed further on in the chapter). The community engagement campaign worked together with the LOC's media, public relations and promotions efforts. Whilst the campaign had a form of broad-based communication through the Trophy Tour (which will be discussed below), the LOC felt that achieving the campaign's objectives required a targeted approach. The LOC's official report outlined the reasons behind the community engagement and the benefits of a targeted approach:

> These were chosen because they had existing networks through which the tournament's target groups - local people who supported other teams or who did not normally attend ODI cricket – could be reached more effectively than through general campaigning alone. They were also chosen because they aligned with the objectives of the ICC, New Zealand Cricket and Cricket Australia to make cricket more inclusive in terms of age, gender, ability and background – "a sport for all." (2015, p. 29)

The community engagement campaign was, "… developed to maximise fan engagement, create demand for ticket sales and convert passion into participation for the ICC Cricket World Cup 2015 – creating positive legacies for the game" (Queensland Government, 2015, p. 8). Although this goal states, "…creating positive legacies for the game," in reality, the primary focus was on short-term, event-related objectives, with a focus on filling stadiums. As discussed in chapter 4, Cricket Australia dn the LOC's assumption was that participation in the event and participation in cricket were linked and that maximising the former would assist achievement in the latter. The LOC's community engagement activity is outlined in table 5.5.

Table 5.5

The LOC's Community Engagement Campaign (Adapted from Queensland Government, 2015, and interviews)

Objectives

To maximise fan engagement, create demand for ticket sales and convert passion into participation for the ICC Cricket World Cup 2015 – creating positive legacies for the game

Strategies	Actions
Activations at international cricket matches	Seasons 2013-2014, 2014-2015
Official Trophy Tour	70 locations across Australia - city, regional and suburban areas
Community events and festivals	Targeting the general population and multi-cultural communities Over 100 attended, including Kuraby Mosque Open Day, June 2014 EKKA Royal Show, August 2014 Cricket Australia's Go Gold Initiative, Australian Team, appearance in Queen Street Mall Brisbane, 2015 Official ICC Cricket World Cup 2015 sponsor activations, Woolloongabba Place Brisbane, 2015 New South Wales' Multi-Cultural Awards Premier's Harmony Dinner, Vic, NSW
Cricket clubs	Event promotions collateral Ideas on developing cricket world cup spirit

As the LOC's official report states, "From the beginning it was obvious that a standard approach to promotion would not achieve the major *participation* goal – total attendance of more than a million (Local Organising Committee, 2015, p. 29). This statement also reflects the LOC's attitude to community engagement, as being merely a form of promotional communication. Significantly, Respondent 3 encapsulated this perspective when he asked rhetorically, "What does community engagement actually mean? It's really just a form of communication. So, you want to talk to people and you want to say something to them." So predictably, this "something" that the LOC wanted to say to the community was about ticket purchase, *not* cricket participation. Whilst there is little evidence that the LOC engaged the community for cricket 'participation' outcomes, there is evidence that the LOC's community engagement activity focused on encouraging 'participation' in the event, as table 5.5 outlines.

The primary approach used by the LOC was to go directly to their target audiences, with a form of personal sales. As Table 5.5 outlines, the LOC went directly to the community through activities such as activations at international cricket matches, the official Trophy Tour, community events and festivals, and cricket clubs. Interestingly, 'participation' in the event was the key objective of the LOC's community engagement campaign and activities, rather than 'participation' in the sport of cricket. Activations during the community engagement activities, such as the Trophy Tour and community events were not formally identified by Cricket Australia as of value to their participation outcomes, as encouraged by Chalip et al, (2016). It was a missed opportunity to have conversations directly with target audiences about cricket participation.

Activations at international games held within Australia during the 2013-2014 and 2014-2015 seasons were implemented by the LOC. The 2014-2015 international season in particular, as it led directly into the ICC Cricket World Cup 2015, was an important site for community engagement. The 2014-2015 domestic international season was held over the months of November, December and January, and coincided with the event's Trophy Tour of Australia. Assets from this community engagement initiative were utilised. The LOC activated "…. at all international cricket matches (ODI and Test) over the summer. Assets from the trophy tour used in this activation included trophies secured by Australia in previous World Cups" (Local Organising Committee, 2014c, p. 1).

The official Trophy Tour travelled to 70 locations in capital cities, regional and suburban areas between November 2014 and January 2015 (Local Organising Committee, 2014c). It was managed by Elite Sports Properties (a third-party consultant firm) and delivered by the LOC's Media and Public Relation's personnel, through a partnership between the LOC, host city councils, state (and city) tourism agencies, and local, regional and club cricket associations (Local Organising Committee, 2014c). The trophy tour travelled to strategic locations across Australia, undertaking public relations activities, such as photo shoots, community events, publicity stunts, and school engagements (Local Organising Committee, 2014c, p. 2). The Trophy Tour was a key public relations strategy designed to achieve numerous event-related objectives, such as:

- Increase awareness of the tournament
- Assist in achieving commercial objectives (ticket and travel package sales)
- Assist in achieving broadcast objectives (viewership)
- Provide meaningful fan engagement

- Maximise brand awareness for the ICC's commercial partners
- Provide a leverage point in local and international markets for relevant governments and stakeholders (Local Organising Committee, 2014b, p. 3)

When asked about the key benefits of the Trophy Tour, Respondent 2 described them this way:

> The trophy tour was a great way to talk to a whole range of communities, geographies, towns that might not otherwise think about it, so they should really be a part of it. So, in the context of a match at the Gabba, it enabled us to go down to the Gold Coast and do some photo opportunities on the beach where they get picked up in the local press whereas it might not otherwise. Equally it's a real symbolic activity - if you're actually going around the country it's symbolic that everyone is welcome. So, that was really, really important.

> The focal point of the tour apparatus was an exhibition space allowing for photo opportunities with the ICC Cricket World Cup 2015 Trophy. This aspect encouraged 'selfies', which were then posted on social media, the promotion benefits of which are explained by the LOC, "The countless selfies taken on smart phones were posted on social media sites and shared with friends and family, further promoting the event" (Local Organising Committee, 2015, p. 37). Supporting this, local stakeholders were encouraged to deliver their own, "… activations (e.g. displays, performance, food, talent) to make the events as exciting as possible and delivered in a way which reflects the identity and multicultural diversity of the local area" (Local Organising Committee, 2014c, p. 1).

> Whilst cricket participation was not an official Trophy Tour objective, participation initiatives were implemented. One such participation initiative was held on the Sunshine Coast in Queensland. In this instance, the LOC worked with Cricket Queensland representatives and local schools to provide a cricket participation initiative. Respondent 7 described it this way:

> The Trophy Tour was probably the biggest thing for us. We got to host the actual World Cup itself, which was great. And the World Cup itself came along, the tour bus came along, where the kids walked through the tour bus. And we also got stress balls and wristbands … We did the World Cup event where we involved five local schools and we had an actual World Cup with the kids.

Whilst this event was being held, members of Cricket Queensland's Game and Market Development team were simultaneously implementing cricket recruitment activities, as explained by Respondent 7:

> We tried to catch the participants because they are not cricketers they're at school. So we tried to capture them with our entry-level programs. So, at the same time as the Trophy Tour activation was being delivered, we're there marketing our stuff and they'll go home hopefully and talk to mum and dad and then sign up for cricket.

The Sunshine Coast experience highlights what could have been delivered across Australia if Cricket Australia had formally included such opportunities to market for participation into the Trophy Tour's objectives. Unfortunately, it was a missed opportunity to formally recognise the Trophy Tour as of value to Cricket Australia's stated cricket participation outcomes.

For more than two years in the lead up to the ICC Cricket World Cup 2015, in addition to the Trophy Tour's publicity and engagement events, representatives of the LOC attended over one hundred community events, including: Kuraby Mosque Open Day (June 2014); EKKA Royal Show (August 2014); as well as Cricket Australia's *Go Gold Initiative*, the Australian Team appeared in the Queens Street mall (2015), and official ICC CWC 2015 Sponsor Activations (at Woolloongabba Place, Brisbane, for example) (Queensland Government, 2015).

Furthermore, the LOC implemented a range of community engagement activities involving Australia's multi-cultural communities. The convergence of "one of the world's biggest international sports events … being hosted by two of the world's most ethnically diverse countries" (Local Organising Committee, 2015, p. 30) and the imperative to fill stadiums, informed the LOC's actions from marketing to community engagement. Respondent 2 explained the importance of the multi-cultural communities to delivery of a successful event, "Multicultural communities were really, really, really important because when you looked at the tournament, we really only had the Australia and New Zealand matches that were relatively straight forward. The harder games to sell were those games not involving the host countries." Respondent 3 elaborated on how this reality impacted the LOC's actions, "You immediately see that your job is to do something quite different. You take advantage of the diverse nature of Australia and New Zealand and you go and identify migrant communities. And you need to engage with those communities and make them feel welcome, and they want to be a part of it." Therefore, consideration of the multicultural

community affected many aspects of the event's marketing in terms of strategic choices around media, public relations, and promotions efforts; the event's messages, where games were held, and the event's marketing pallet and design. As Respondent 3 stated:

> So you can quickly see, you look at the different groups, different ethnic groups in different cities and that data actually informed where we put matches, as we knew there were big populations and particular groups there. But in terms of reaching out to them and saying, "this is a bit different to the normal cricket, this is the World Cup, this is for you," even if you look at the whole colour pallet and the design around the thing, that was deliberate. You see rainbow colours, you're deliberately vibrant like a party, but it's rainbow coloured to be inclusive for everybody. It's not about Australia. It's a celebration of diversity, everybody is welcome. And we really want you to come and make it a great event.

Before and during the event, Australia's multi-cultural communities were targeted with communications focused on encouraging them to attend the event. Respondent 1 explains the LOC's actions, "What we focus on here is, here's where your team is playing, here's how you can travel around easily enough to follow your team. Here's where you can buy tickets." In addition, the LOC undertook personal sales activity by meeting with diplomatic staff, ambassadors, Consuls and organisations like the Australia-India Business Council and their equivalent organisations from Sri Lanka and Afghanistan, as explained by Respondent 3:

> We met with diplomatic staff, ambassadors, consulates and their staff from different target countries, organisations like the Australia-India Business Council and similar with Sri Lanka, Afghanistan. And it's actually an old-fashioned shoe leather thing. You need to actually ring someone up and say, "We're doing this, love to come and talk to you about it." You go see them, but we have similar interests, so we think about how we can help each other. And then things go from there. It's amazing how they do go from there, but you actually have to go to them.

This again was a missed opportunity by Cricket Australia. One of Cricket Australia's stated participation outcomes from hosting the ICC Cricket World Cup 2015 was to diversify their participation base reflective of Australia's population (Cricket Australia, 2014b). All messages and communication to Australia's multi-cultural communities by the LOC was

focused on short-term, event-related outcomes-ticket sales and television broadcast viewership, reflecting their role and responsibility in delivering the event. Unfortunately, Cricket Australia did not take this opportunity to make contact regarding cricket participation.

The second target of the LOC's community engagement activities was cricket clubs throughout Australia. As current participants in cricket, it was assumed there would be demand within this group for 'participation' in the event. The LOC targeted Australia's community cricket clubs with promotional collateral and ticketing information. The primary motivation for targeting cricket clubs was to fill stadiums, as outlined by Respondent 3, "Obviously we wanted clubs and cricket teams to think about going to the Cricket World Cup and to buy tickets." In order to achieve these objectives, the first action the LOC took was sending Australian community cricket clubs event-related marketing collateral such as event posters. Respondent 3 suggested that, "My idea was that at the very least, they would get a couple of Cricket World Cup posters that they could put up in their clubhouse." The LOC wanted clubs to get into the spirit of the event, distributing ideas as to how they may go about this. As the LOC's event report (2015, p. 29) stated, "Clubs were provided with practical suggestions about how to celebrate the World Cup at a local level." In addition, the LOC developed and implemented a net bowling program, offering community cricket players an opportunity to participate in net training sessions as bowlers with competing national teams (Local Organising Committee, 2015). In total, 1,000 community cricket players utilised this opportunity (Queensland Government, 2015). While this was a great initiative for those already actively participating in the sport, it did little to attract new participants to the sport of cricket.

The LOC's media, public relations, promotions and community engagement activities were extensive and successful in "maximising participation" (in the event), one of the event's key objectives (as outlined in chapter 4). Table 5. 6 provides statics on the event's attendance figures and television broadcast viewership. Over one million people attended the tournament, while 1.3 billion watched its broadcast on television, with the final creating records for domestic television viewership in Australia (Local Organising Committee, 2015; Sinclair, 2015; Queensland Government, 2015).

Table 5.6

ICC Cricket World Cup 2015 Attendance Figures, and Television Viewership (Adapted from Local Organising Committee, 2015; Sinclair, 2015; Queensland Government, 2015)

Aspect	*Explanation*
Tournament attendance	1,016,421 people attended the Tournament
	The Final at the MCG set a new record for attendance at a One Day International and a single day's cricket of any kind in Australia with 93,013
	Overall 20 of the 49 matches across Australia and New Zealand were sold out in 12 of the 14 match venues
	Sold out matches involved 13 of the 14 teams
	Highlighting the success of multicultural engagement, eight of the sold-out matches did not include either of the host nations
	India was the most followed team in the pool stages with four of their pool matches sold out
	The highest attended pool match was at the MCG where 86,873 fans witnessed India play South Africa
Television viewership	Over 1.3 billion people watched the broadcast globally
	The Final was watched by 4.218 million viewers in Australia's, ranking it as the most watch television program up to March, 2015

All media, public relations, promotions and community engagement activity was focused on generating awareness and interest in the event in order to sell tournament tickets and/or encourage people to watch the event's television broadcast. As this activity was undertaken by the LOC, it focused on short-term, event-related outcomes, such as boosting participation in the event, rather than long-term, non-event related outcomes, such as cricket participation. Apart from influencing and assisting achievement and implementation of the LOC's vision and objectives, as outlined in this chapter 4, Cricket Australia implemented actions aimed at achievement of their ICC Cricket World Cup 2015 Legacy Plan, and, post event, cricket participation outcomes. These actions are discussed below.

5.3 Cricket Australia's leverage activity

Cricket Australia's activities to leverage the event for participation legacy, involved delivery of the ICC Cricket World Cup 2015 Legacy Plan. The ICC Cricket World Cup 2015 Legacy Plan was designed and delivered to achieve event and non-event related outcomes (Cricket Australia, 2014b). Cricket Australia linked with organisations, such education consultants (itc Publications), individual schools, state and territory cricket associations, community cricket clubs, and the Australia Cricketers' Association to develop and deliver the

legacy plan. Interorganisational relationships such as these provide an organisation access to resources that allow it to achieve outcomes it could not achieve alone (Chalip, 2017; Chalip et al, 2016). The legacy plan provided initiatives through schools and clubs, ensuring both those currently playing cricket (those at clubs) and potential participants (those at schools) could be targets for Cricket Australia's participation activities. Table 5. 7 outlines the legacy plan's strategies and delivery components.

Table 5.7

ICC Cricket World Cup 2015 Legacy Program Strategies and Delivery Components (Adapted from Cricket Australia, 2014b)

Strategy	*Delivery components*
Part A	
Cricket Smart –	In-class
Schools Engagement and Growth	School yard
	Connection of schools, clubs and community
	Attendance/viewership of CWC
Part B	
Sport for All –	Club tailored training and resources
Community engagement/Inclusion	
	Grow and diversify participants
	Incentivise through a range of initiatives

5.3.1 Cricket Smart

Cricket Australia launched the Cricket Smart initiative two hundred days prior to the commencement of the event (Howard, 2014) Table 5.7 outlines the actions relevant to the initiative, which involved in-class curriculum and field-based participation opportunities, with actions to link these participants with their local clubs. At completion of the event, more than two thousand teachers were involved in the Cricket Smart program across Australia (Howard, 2015), with the program still active in 2019. The initial program was delivered in term 4 of 2014, focusing on awareness of the World Cup event (Cricket Australia, 2014c). The program then re-commenced in Term 1 of 2015, focusing on driving event engagement (Cricket Australia, 2014c). Following completion of the ICC Cricket World Cup 2015, Cricket Smart has evolved with the resources "…tailored to become part of CA's existing suite of teaching resources…and the suite was increased to nine units…" (itc Publications, 2018, p.2). An example of the program in action was Gladstone Park Primary school in Victoria. The school's year 6 students were introduced to international cricket and some of

the Asian countries that participated in the event, with a focus on maths and economics (Howard, 2015).

Of importance to Cricket Australia's 'lasting benefits' cricket participation objective, 20% of schools involved in the program were new to cricket, "… having had no previous exposure to cricket programs" (Howard, 2015, paragraph17). As the program evolved, Cricket Australia targeted schools that were not engaging with cricket. Respondent 5 explained that, "In schools where we aren't already delivering programs, we introduce a four-week, cut-down form of In-2-Cricket and we would try and introduce the cricket smart program to their curriculum." As discussed in Chapter 4, Cricket Australia utilised the event to not only introduce event-aligned, entry-level infrastructure, but also to amplify its current entry-level programs. Cricket Smart provides that access point into schools, where Cricket Australia's target audiences are. Respondent 5 continued by stating that, "We see Cricket Smart as the first step in the pathway. So, the trajectory is Cricket Smart, In-2-Cricket skills program, T20 Blast, then trying to link the kids to clubs".

5.3.2 Sport For All

The sport for All initiative was implemented to encourage cricket clubs to grow and sustain their participation numbers through an education initiative focused on diversity and inclusion. The program, which is still in existence in 2019, has been credited with growing diversity participation by over 79% since its inception in 2015 (Cricket Australia, 2019). Using cultural ambassadors and trained Cricket Australia staff, the program targets those already in the cricket system, that is, those playing or volunteering at clubs. The program provides participants with free resources and workshops to, "1) grow the diversity of cricket participation; 2) identify, promote and support diverse cricketers and off field champions; 3) and educate and advocate for inclusion" (Cricket Australia, 2019, paragraph 4). The program has been operating continuously since the ICC Cricket World Cup 2015 and was originally a program funded through a grant from the Federal Government (Cricket Australia, 2014b). Commencing during the 2017-2018 season, with the support of Commonwealth Bank, the program has evolved to now include women, indigenous, and players with disabilities (Cricket Network, 2016).

5.3.3 Past Players Legacy Fund

The third initiative in place to leverage the event for participation outcomes is the Past Players Legacy Fund. The program is run in partnership between Cricket Australia, the state and territory cricket associations and the Australian Cricketers' Association (Australian

Cricketers' Association, 2019). The initiative, which still operates today, offers past representative players paid opportunities to attend schools and/or clubs for speaking or coaching appearances. The Australian Cricketers' Association see the program as, "… using past players to deliver game development appearances focusing on participation, pathway coaching and coach development" (Australian Cricketers' Association, 2019, paragraph 4). Importantly, the initiative is not just past male Australian cricketers, it is also available to current women's players that are contracted at least at a state level (Australian Cricketers' Association, 2019). This is an important distinction, especially as one of Cricket Australia's cricket participation legacy outcomes is to increase female participation numbers.

5.3.4 Post-event contact with multi-cultural community

Whilst initially, the motivation behind the linkages with Australia's multi-cultural communities was to encourage delivery of a successful event, Respondent 5 felt it was also an opportunity to form deeper connections. As he explained, "The Cricket World Cup was a great opportunity for us to get a closer engagement and connection with perhaps communities that didn't feel part of the Australian cricket family as much as they could have." Building on these initial event-based linkages, Cricket Australia has, post event, sustained relationships with multi-cultural communities in an effort to promote cricket participation. Respondent 5 explains the opportunity:

> I'm sure this happens all across Australia, but if you go to some of the
> larger parks in Melbourne or Sydney in summer and winter actually,
> there's lots of multi-cultural cricket going on. Like South-East Asians
> playing cricket for the love of the game. Some of those competitions are
> affiliated with the state association, and a lot aren't.

Respondent 5 continues:

> We wanted to help these community groups understand that we would
> support them and to make them aware of the entry-level programs that we
> have nationally that their kids could attend. And essentially try to bring
> them into the tent; to understand what's out there and what's available.

Leverage activities associated with the ICC Cricket World Cup 2015 involved activities associated with delivery of a successful event, such as the LOC's media, public relations, promotions and community engagement activity, along with Cricket Australia's implementation of the three initiatives of the ICC Cricket World Cup 2015 Legacy Plan, (and

made post-event contact with multi-cultural communities). The lack of connection between the two can be explained by the trickle-down effect, which is discussed next.

5.4 Trickle-down effect

Cricket Australia's plan to use the ICC Cricket World Cup 2015 for participation outcomes involved delivery of a successful event, and implementation of the ICC Cricket World Cup 2015 Legacy Plan (Cricket Australia, 2014b). In order to deliver a successful event, the LOC (which included Cricket Australia representatives) had an extensive mix of media, public relations, promotions and community engagement activity. Media coverage of sport events has been shown to be an opportunity that can be leveraged to assist sport participation and sport development outcomes (Frawley & Cush, 2011; Sotiriadou et al, 2008; Taks et al, 2014). Chalip (2004), Getz and Fairley (2004), Kim et al (2015) and Sherwood et al (2017) also provide evidence that sport governing bodies can influence media coverage through their communication practices. Furthermore, television broadcast of a MSE can be an effective tool in achieving promotions benefits for a sport governing body (Mehta, 2009; Shilbury et al, 2003). For example, the ICC Cricket World Cup 2015 Final was attended by over 93,000 spectators (Local Organising Committee, 2015) and watched on television by more than 4 million domestic viewers (Sinclair, 2015) providing Cricket Australia with an opportunity to distribute cricket participation messages to a large audience. However, Cricket Australia did not take advantage of this opportunity. Reasons for Cricket Australia missing this opportunity are discussed below.

5.4.1 Cricket Australia's assumptions of a key driver of cricket participation

During the interview process, it became apparent that a number of respondents believed that cricket participation was being impacted negatively as a result of perceptions about certain elements of the game. This was illustrated by Respondent 5, who believed the game had image issues. He stated that, "We've got to keep promoting the message about how much fun it is to play cricket and really overcome any perception that cricket is not a game for girls, that cricket takes too long, that it's boring, etc, etc." Chalip et al (2016) argue that cultural opinions impact attitudes towards the appropriateness of sport participation. Specifically, they argue two core participation disincentives: "… attitudes and opinions about appropriate sport participation [and] the gap between potential participants' views of themselves vis-à-vis event athletes" (Chalip et al, 2016, p. 7). Chalip and his colleagues argue that these factors negatively impact sport participation. Sport governing bodies, through their communication practices, can influence attitudes concerning sport and participation in it.

Chalip et al (2016) argue that media, public relations, promotions as well as community engagement activity can be effective in encouraging sport participation; whilst Green (2005) and Sotiriadou et al (2008) posit that provision of entry-level infrastructure are also necessary for people to take up and continue participation in sport. Unfortunately, in the case of this research, media, public relations and promotions, including the event's television broadcast, were not leveraged directly for cricket participation. The findings suggest that what theorists have previously referred to as the "trickle-down effect" may explain why this occurred.

The trickle-down effect is based on an assumption that simply hosting an event, and the accompanying awareness and interest in the general public generated through the MSE media, will be enough to encourage a significant number of the public to play sport (Toohey, 2010; Weed et al, 2009). There was evidence uncovered during review of official documentation and interview data that Cricket Australia was of the belief that the event-driven media, including the television broadcast, would alone be enough to drive cricket participation. For example, personnel closest to potential participants – game and market development officers and management interviewed for this project – expressed their belief that the exposure and interest generated by the event alone would positively drive participation outcomes. This was illustrated by Respondent 6, "I think it [link between MSE media and sport participation] has to do with all the exposure … it's topical when it's on, and it's at the forefront of everyone's mind. I think, on the back of that, it really helps participation rates and popularity." Respondent 7 supported this view when he stated that, "With the exposure that the World Cup brings, we see generally a strong trend in increasing participation at the junior level. Especially if you get the free to air television broadcasting." When asked to elaborate, Respondent 7 continued with, "The best resource for us, and I keep saying it, is the national exposure that a major sport event can create, which means that we don't have to physically do anything, because the resource is that everybody is seeing it on TV… and we just sort of piggyback on the back of it." The LOC also apparently held similar assumptions:

> The tournament provided a range of benefits and an overall legacy to cricket. The tournament not only attracted huge crowds … it dominated the sports conversation in the host countries and cities and achieved massive media coverage. These outcomes contribute directly towards efforts by … Cricket Australia to increase and diversify participation. (Local Organising Committee, 2015, p. 61)

Respondent 9, a high-ranking Cricket Australia official, summed up Cricket Australia's approach and what he saw as the positive influence of the media-generated awareness on cricket participation, "I think with a major event like the Cricket World Cup, because of the awareness, you'd like to think that would increase participation, purely as far as numbers are concerned." Again, these findings suggest the general assumption that the event and the inherent media exposure were sufficient to drive cricket participation. Unfortunately, despite the participation initiatives established and the media, public relations, promotions and community engagement strategies analysed earlier, Cricket Australia did not plan or activate any leverage activity that would exploit such an effective opportunity to help achieve participation objectives.

5.5 Cricket Australia's missed leveraging opportunities

The primary objective of the LOC's media, public relations, promotions and community engagement strategies was to deliver a successful event primarily through maximising ticket sales and television viewership. It was also outlined in chapter 4 that the LOC's responsibilities and roles are event related; whereas, the Cricket Australia's are the long-term health and development of the sport of cricket, which includes cricket participation activities. As the media, public relations, promotions and community engagement activities were implemented by the LOC, it is of no surprise that all were implemented in order to achieve short-term, event-related outcomes. Leveraging the ICC Cricket World Cup 2015's media to distribute event-related messages as per the LOC's strategic objectives, is an example of a LOC executing their roles and responsibilities correctly, and achieving their stated vision and objectives. As indicated in Table 5.7, these activities were successful in selling tickets and encouraging people to watch the event's television broadcast. These statistics demonstrated that over 1 million spectators attended the tournament fixtures, with the event final setting a new attendance record of 93, 013. In addition, just under half of the 49 matches (20) were sold out. Highlighting the effectiveness of the multi-cultural media, public relations, promotions and community engagement activity, eight of these sell-outs did not involve host nations.

The findings of this study reveal a potential link between a LOC's short-term, event-related media, public relations promotions, and community engagement strategies and actions, and a host sport governing body's participation activities and leverage of the event's television broadcast. In regard to the World Cup final, over 4.218 million Australians watched the match on television (Sinclair, 2015). These positive results, in turn, positioned the

television broadcast of the event favourably for a host sport governing body to leverage for long term outcomes, such as sport participation. In regard to this research, the more spectators at the event, the better the atmosphere, and the more viewers in front of the television broadcast, the more opportunity Cricket Australia had to leverage the television coverage for cricket participation legacy. This finding extends the literature on MSE leverage as it highlights that a LOC can indirectly (and in this case, unintendedly), through their short-term, event-related leverage activities play a potential role in a host sport governing body's MSE broadcast participation leverage activities and potential long-term participation outcomes. But, in this case, it was a missed opportunity.

In this sense, Cricket Australia missed a clear opportunity to leverage the event's media, and especially the television broadcast of the event, to assist their stated cricket participation outcomes. This was despite the fact that Cricket Australia was aware of the effectiveness of leveraging media to achieve cricket participation objectives. When asked about the relationship between event-driven media attention and entry-level infrastructure, Respondent 5 stated that, "Media is really, really important, in terms of creating awareness about what's available." Yet, this seemingly golden leveraging opportunity was not used during the event.

Therefore, it appears that the media, public relations and promotions around the ICC Cricket World Cup 2015, including the event's television broadcast, were not leveraged directly for cricket participation. Despite participation infrastructure being in place, media, public relations and promotions were not utilised to increase awareness of this infrastructure. Getz and Fairley (2004) showed that fostering a positive image and favourable attitude toward participation in the general public can positively influence the desire, intent and decision to play sport. One could therefore assume that the media generated by the ICC Cricket World Cup 2015 could have been used to increase awareness of cricket participation infrastructure, including the initiatives within the legacy plan, and to positively influence public attitudes towards participation. Therefore, leverage of the television broadcast of the event, and the potential to communicate to a broad audience of the general public, was a powerful, though missed opportunity.

The delivery of a successful event involved linkages with stakeholders such as the event's media and Australia's multi-cultural communities. The LOC was very successful in maximising these linkages for short-term, event-related objectives, such as event attendance and television broadcast viewership, as stated earlier in the chapter. A MSE offers an opportunity to strengthen organisational linkages that may assist sport participation (Taks et

al, 2014). Yet, while Cricket Australia was represented on the LOC, the potential to create and deepen relationships with key stakeholders, such as MSE media and multi-cultural communities was not exploited by Cricket Australia to achieve its stated participation objectives from hosting the ICC Cricket World Cup 2015. Furthering linkages with these stakeholders for short-term, event-related impacts, if developed further, would have assisted cricket participation outcomes, especially in multicultural communities.

Cricket Australia could have developed and implemented an integrated, event-long, across all games' participation-focused television broadcast advertising campaign, coupled with social media activity. Three goals of this campaign could have been: 1) promote entry-level infrastructure awareness; 2) improve public perception of cricket and its image; and, 3) address participation disincentives. This campaign could have been extended post event, and designed to dovetail with an ongoing social media strategy. Furthermore, the television broadcast could have been simultaneously coupled with social media activities with the aim of widening and deepening engagement with their target audience (Hanna, et al, 2011; Schultz et al, 2014). Hanna, et al. (2011) argue that communication between an organisation and audience should not only be about reach, but also about engagement. Combining traditional media, such as television broadcast, with social media platforms, such as Twitter, Instagram, Snapchat and Facebook, can achieve both reach and engagement (Hanna, et al., 2011). Furthermore, media and multi-cultural linkages developed by the LOC, were not maximised for Cricket Australia's stated participation outcomes.

Television ratings and match attendance may not translate into a preference for a sport or participation in it, unless it is leveraged through an integrated and strategic leveraging approach. Whilst the media-generated profile associated with the event may create interest, strategies and leverage tactics are required to move that interest along to actual participation (Chalip, 2004, Taks et al, 2014). Cricket Australia assumed the trickle-down effect, together with delivery of a successful event and implementation of the legacy program would be enough to achieve participation objectives. In the process, the opportunity to maximise their leverage of the event, and especially the television broadcast, to achieve the participation pillar of their Strategy for Australian Cricket 2011-2015, was missed. Cricket Australia's inability to create the necessary integration between participation infrastructure and ICC Cricket World Cup 2015 media, public relations, promotions and community engagement activities and its failure to take full advantage of relationships created with the event's media and Australia's multicultural community, indicate a clear disconnect between Cricket Australia's activities and its stated participation outcomes.

5.6 Chapter summary

This chapter analysed leverage activities associated with the ICC Cricket World Cup 2015. It started with a discussion of the Local Organising Committee's role in legacy implementation, before moving onto the role Cricket Australia played in leveraging the 2015 Cricket World Cup. The chapter ended with examination of sport participation and the notion of the trickle-down effect.

Cricket Australia planned to leverage the ICC Cricket World Cup 2015 for participation outcomes via delivery of a successful event and implementation of the ICC Cricket World Cup 2015 Legacy Plan. This chapter highlighted the effectiveness of the LOC's media, public relations, promotions and community engagement strategies and activities in delivering record event crowds and television broadcast viewers. Yet, this chapter also illustrated that a LOC's short-term event-related activities, such as their media, public relations, promotions and community engagement strategies and activities can assist long-term participation outcomes, should a host sport governing body leverage the event's television broadcast for participation outcomes. The final chapter provides an outline of the key research findings, before detailing the project's theoretical and practical implications and its research limitations, and finally outlining scope for further research.

Chapter 6 Conclusions

6.1 Introduction

This research project examined how a national sport governing body, Cricket Australia, attempted to achieve sport participation legacy from hosting a MSE. The intention of the study was to better understand the leveraging opportunities stemming from the media generated by a MSE, especially those from the television broadcast and the ultimate role these could play in creating sport participation legacy for the host sport governing body. Such a study required an investigation of the host sport governing body's MSE strategic leverage and legacy documentation, recruitment of research participants such as board members, senior executives and communications media and marketing personnel, and an examination of their experiences.

The study's findings highlight how a MSE can be leveraged to achieve certain outcomes, both short and long term; but significantly, they also show how important opportunities can be missed. Specifically, this study highlights how the concept of the trickle-down effect guided the host sport governing body's participation legacy strategies and leverage actions missing a vital opportunity to stimulate sport participation in the process. The project demonstrated that, although Cricket Australia had participation legacy aspirations, the assumptions underpinning the leverage activities by which it went about achieving these aspirations – delivery of a successful event, relationship development and provision of participation infrastructure – were fundamentally flawed.

This final chapter provides an overview of the key research findings of this project. The chapter begins by discussing the strategies developed by Cricket Australia to leverage the event for sport participation legacy, before then addressing the flawed assumptions these strategies were founded on. Although Cricket Australia had key MSE relationships and game development structures in place, its ideas on how to leverage the MSE television broadcast to communicate these to end-users and thus contribute to sport participation legacy, were much less certain. Such findings have contributed to establishing answers to the project's primary research question. The chapter then discusses theoretical and practical implications, and scope for future research.

6.2 Strategising for leverage and sport participation legacy

The first question guiding this research asked, *"What strategies were developed by Cricket Australia to leverage the ICC Cricket World Cup 2015 for cricket participation legacy?* Cricket Australia's intention was to use the ICC Cricket World Cup 2015 to achieve

cricket participation objectives that aligned with their, *Strategy for Australian Cricket 2011-2015*. Participation objectives outlined in this document included: increasing and diversifying the participation and fan base to be more reflective of Australia's population; converting female sampling to life-long involvement; growing the connection with schools; and enhancing delivery capacity of clubs (Cricket Australia, 2014b). In order to achieve these participation objectives, Cricket Australia planned to leverage hosting of the ICC Cricket World Cup 2015 through two strategies. One strategy was to deliver a successful event, through "Delivery of a fan-friendly 2015 World Cup which ignites fans' passions and creates a legacy for cricket" (Cricket Australia, 2014b, p. 2). And the other was to develop and implement an ICC Cricket World Cup 2015 Legacy Program (Cricket Australia, 2014b). Cricket Australia implemented four tactics in order to achieve their participation objectives from hosting the ICC Cricket World Cup 2015. These are outlined in Table 6.1.

Table 6.1
Cricket Australia's Strategies and Tactics to Achieve Stated Participation Objectives (Adapted from Cricket Australia, 2014b, and interviews)

Strategy	*Tactics*
Deliver a successful event	Influence LOC's event vison and objectives Second personnel to LOC's committee and workforce
Deliver ICC Cricket World Cup 2015 Legacy Program	Link with federal government, schools, state and territory cricket associations, cricket clubs, and Australia Cricketers' Association Connect the ICC Cricket World Cup 2015 Legacy Program to existing participation infrastructure

To achieve its stated strategic outcomes from hosting the event, Cricket Australia influenced the LOC's vision and event objectives. In order to do so, Cricket Australia created an interlocking directorate with the LOC and also supplied personnel to its workforce. With key people in key places, Cricket Australia was able to exert some modicum of influence over the event's overall vision and objectives. Therefore, Cricket Australia was heavily involved in formulating the event's objectives and vision, assisting in strategy alignment between its own strategic objectives for hosting the event and the LOC's vision, objectives and actions. Senior managers from Cricket Australia felt that strategy between it and the LOC were important to achieving their stated outcomes. In this regard, 'participation' became an

important concept for both the LOC and Cricket Australia. 'Participation' had a dual meaning: participation *in the event* as well as participation *in the game of cricket*. And from Cricket Australia's perspective, it was evident that the assumption was that they were both linked. Participation was the key word in the event's vision, and the LOC believed that all other event objectives could be achieved if participation in the *event* was maximised (Local Organising Committee, 2015).

Cricket Australia executives also held a strong belief that maximising match attendance and offering spectators a good experience was linked to cricket participation legacy. In this way, Cricket Australia executives assumed that working towards delivery of a successful event would correlate to positive cricket participation dividends, as reflected in the event's vision and objectives that it was a key contributor to. This wider lens helps to explain Cricket Australia's influence on and acceptance of the event's vision and objectives. In Cricket Australia's assumption, focusing on the elements concerned with delivery of a successful event – packed stadiums of spectators having a safe, enjoyable time – was just as important for participation legacy as provision of entry-level participation infrastructure.

Toward delivering a successful event, the LOC developed and delivered an effective mix of media, public relations, promotions, and community engagement initiatives. The primary objective of these strategies was to deliver a successful event primarily through maximising ticket sales and television broadcast viewership. As the media, public relations, promotions and community engagement activities were implemented by the LOC, it is of no surprise that all were implemented in order to achieve short-term, event-related outcomes. Leveraging the ICC Cricket World Cup 2015's media to distribute event-related messages as per the LOC's strategic objectives, is an example of a LOC executing its roles and responsibilities correctly. As Figure 5.7 depicted (on page 70), these activities were successful in selling tickets and encouraging people to watch the event's television broadcast. The success of the LOC's media, public relations, promotions, and community engagement initiatives in generating record match attendances and television broadcast viewership provides some support to Chalip's (2004) arguments that MSE media can be leveraged for short-term impact outcomes.

With regard to achieving its participation objectives from hosting the event, Cricket Australia developed and implemented the ICC Cricket World Cup 2015 Legacy Plan (Cricket Australia, 2014b). This plan involved delivery of three programs to schools and cricket clubs, and a number of its basic tenets are still in existence today. Cricket Australia's existing entry-level participation infrastructure (In2cricket and Master Blaster) was supported by the

three ICC Cricket World Cup 2015 Legacy Program-specific initiatives: Cricket Smart; Sport for All; and Past Players Legacy Fund (Cricket Australia, 2014b). The ICC Cricket World Cup 2015 Legacy Program was developed to leverage the event to achieve participation objectives that aligned with the participation pillar of Cricket Australia's Strategy for Australian Cricket 2011-2015 (Cricket Australia, 2014b), such as increasing and diversifying participation as well as impacting cricket awareness through strategies targeting schools and clubs.

6.3 Interorganisational relationships and sport participation

The second question guiding this research was, *"How did Cricket Australia manage its key ICC Cricket World Cup 2015 interorganisational relationships for cricket participation legacy?"* Cricket Australia's plan to use the ICC Cricket World Cup 2015 for participation outcomes involved influence on the formulation and implementation of the event's vision and objectives, delivery of a successful event, and implementation of the ICC Cricket World Cup 2015 Legacy Plan (Cricket Australia, 2014b). Delivery of a MSE and achievement of participation leverage requires stakeholder links and collective action (Sotiriadou et al; 2008; Chalip, 2017; Chalip et al, 2016) between sport and non-sport groups (Werner et al, 2015). Influence, acceptance and implementation of the event's vision and objectives and delivery of a successful event involved linkages with key stakeholders such as the LOC, the event's media, and Australia's multi-cultural communities. Implementation of the ICC Cricket World Cup 2015 Legacy Plan required key linkages with the Australian Cricketers' Association, and individual schools and cricket clubs. These types of interorganisational relationships are designed to provide access to resources that allow an organisation to achieve outcomes it could not achieve alone (Chalip, 2017; Chalip et al, 2016). However, the results of this research demonstrate that interorganisational relationships alone may not always lead to the full realisation of strategic objectives.

Networking with the right people and having strong MSE media relationships, especially with News Corporation, was seen as invaluable to the efficient and effective distribution of the LOC's messages to their target audiences. Among these target audiences were Australia's multi-cultural communities. These communities were key stakeholders of particular importance to the LOC's plans to deliver a successful event. Due to the multi-cultural nature of the teams competing in the event, Australia's multi-cultural communities were vital target audiences for event-related communications and messages focused on ticket sales and viewership of the event's television broadcast.

The MSE media and multi-cultural linkages developed by the LOC for event-related objectives were not maximised by Cricket Australia for their stated participation outcomes. The LOC was very successful in creating linkages with stakeholders such as the event's media and Australia's multi-cultural communities for their short-term, event-related objectives, such as event attendance and television broadcast viewership, as stated earlier in the chapter. Taks et al (2014) argue that MSEs offer opportunities to create and deepen relationships that can become useful for sport participation. However, while Cricket Australia was represented on the LOC, and thus had direct access to key MSE media and multi-cultural stakeholders, the opportunity to deepen its relationship with these key stakeholders was missed. As a result, the valuable network access afforded through MSE media and multi-cultural communities was not harnessed by Cricket Australia to maximise its chances of achieving its ICC Cricket World Cup 2015 Legacy Program objectives. While the linkages developed by Cricket Australia (represented on the LOC) with these stakeholders were effectively used for short-term, event-related impacts, if exploited further to link communities directly with specific participation development initiatives, there was real potential that the outcomes achieved would have been truly longer term in the form of real cricket participation outcomes. The next section provides a synopsis of the study's key findings and addresses its primary research question.

6.4 Major sport event television broadcast and sport development legacy

The overarching question driving this research was, *How can a host sport governing body leverage the television broadcast of its MSE for sport development legacy?*

This project has demonstrated that Cricket Australia had participation legacy goals for hosting the ICC Cricket World Cup 2015, but did not leverage the event's most valuable media asset – the television broadcast – to achieve these stated participation legacy goals. Cricket Australia, as part of the LOC, had indeed formulated participation strategies and game development programs. However, rather than link target audiences directly with these programs, it was thought that delivery of a successful event, including strong MSE media, public relations, promotions and community engagement activities, would be sufficient to stimulate interest in these programs. MSE media and multi-cultural community relationships, and provision of participation infrastructure were in place, but lacked the appropriate mechanisms to actually link them to target audiences. Indeed, this is where MSE-generated media, and especially the event's television broadcast, *should have* fit in as a means of communication between Cricket Australia and its target audience for participation messages.

The data presented evidence that Cricket Australia was of the assumption that the event-driven media, including the television broadcast, and provision of participation infrastructure alone, would be enough to link strategy and leverage actions and drive cricket participation outcomes. As a result, the opportunity to use the event to achieve the participation pillar of Cricket Australia's *Strategy for Australian Cricket 2011-2015* was missed. This is an example of a host sport governing body's legacy and leverage strategies being underpinned by assumptions of what is known as the trickle-down effect. As Chalip (2004) advises, a MSE is an asset, and the MSE media is the opportunity that, when strategically leveraged, drives longer-term legacy outcomes. In other words, the MSE media must be leveraged in order to fully realise the opportunities offered by the MSE (Chalip, 2004; Chalip et al, 2016).

Television ratings and match attendance may not translate into a preference for a sport or participation in it, unless it is leveraged to such ends. Television broadcasts may place a sport into people's living rooms, but to then encourage viewers to take action, to actually participate in a specific sport, takes an integrated and strategic leveraging approach. As Chalip (2004) argued, "It is no longer suitable merely to host an event in the hope that desired outcomes will be achieved; it is necessary to form and implement strategies and tactics that capitalise fully on the opportunity each event affords" (p. 245). This is supported by Taks et al (2014) who contend that, whilst the excitement generated by hosting a MSE may create short-term interest in sport participation among those not currently involved, further leveraging activities are required to move this interest along to actual participation. While Cricket Australia had a media strategy, and it had a development strategy, it assumed the trickle-down effect, together with delivery of a successful event would be enough to connect the two and achieve participation objectives. In the process, the opportunity to maximise their efforts to use the event, and especially the television broadcast, to achieve the participation pillar of their Strategy for Australian Cricket 2011-2015, was missed. It can be argued that there was a clear disconnect between Cricket Australia's actions and its stated objectives to leverage the event to achieve participation outcomes. This was especially evident in two main ways: (i) Cricket Australia's inability to create the necessary integration between participation infrastructure and ICC Cricket World Cup 2015 media, public relations, promotions and community engagement activities; and, (ii) Cricket Australia's failure to take full advantage of relationships created with the event's media and Australia's multicultural communities.

Furthermore, this project offers an example of a host sport governing body relying too heavily on a LOC completing one of its primary, short-term tasks; delivery of a successful

event. Leveraging the ICC Cricket World Cup 2015's media to distribute event-related messages is an example of a LOC executing their roles and responsibilities correctly and achieving their stated vision and objectives. The LOC's media management, public relations, promotions and community engagement activities achieved event-related outcomes, and in the process, positioned the television broadcast of the event positively for Cricket Australia to leverage for sport participation outcomes. This is where the apparent disconnect resides – the necessary intervention by Cricket Australia to connect target television broadcast audiences with participation programs simply did not occur. In this regard, the more spectators at the event and the better the atmosphere, and the more viewers in front of the television broadcast, the better the potential results, *if* a sport governing body should choose to leverage the television coverage for participation legacy. But, in this case, it was clearly a missed opportunity.

The hosting of the MSE offers an opportunity to showcase sport participation to the general population; and, more importantly for the research project, offers the host sport governing body an opportunity to market the benefits of participation in that particular sport to its target audience. If increasing sport participation is an objective of hosting a MSE, then host sport governing bodies should have tactics in place to link the MSE media more directly to participation outcomes, and especially the event's television broadcast. Sport governing bodies have limited resources within a restricted timeframe in a very saturated and competitive (media and sport) domestic market to communicate their messages and achieve communication goals. Therefore, it is imperative that opportunities are leveraged, which can be assisted through: strong linkages with key stakeholders such the event's media and their key participation audience(s); MSE media leveraging activity that incorporates the sport governing body's media, public relations, promotions and community engagement activity; together with the sport governing body's leverage of the event's television broadcast with participation messages that showcase participation infrastructure and address participation disincentives (via television advertising and social media campaigns); and provision of participation infrastructure.

Specifically, a host sport governing body is encouraged to implement activities such as promotional events that increase awareness of the event and the sport, encourage interaction with athletes, and opportunities for trial of the sport (Chalip et al, 2016). Furthermore, sport governing bodies could attempt to influence media narratives around perception of their sport and their athletes, and the benefits of participation in it (Chalip et al, 2016). This can be achieved through proactive promotions and public relations activities

(Chalip et al, 2016; Shilbury et al, 2003). Host sport governing bodies could develop and deliver a participation-focused, integrated event television broadcast promotions campaign involving advertising and accompanied with social media activities. The goals of an integrated television broadcast and social media campaign could have been to: promote awareness of entry-level participation infrastructure; improve perceptions of cricket and its image within the general public; and address participation disincentives. This campaign could have been extended post event, and integrated with an on-going social media strategy. In addition, the host sport governing body could have connected the television broadcast of the event with social media activity in order to increase the breadth and depth of its engagement with its target audience(s) (Hanna, et al, 2011; Schultz et al, 2014). Coupling digital platforms, such as Twitter, Instagram, Snapchat and Facebook, together with more traditional media platforms such as television provides a host sport governing body with the potential to achieve both reach and engagement with its target audiences (Hanna, et al., 2011). The results from this study suggest that Cricket Australia, with its fragmented rather than integrated approach, achieved neither. Furthermore, to fully exploit the sport participation leveraging opportunities presented by MSE media, host sport governing bodies are encouraged to have current and MSE-specific entry-level programming available. All the best media-driven awareness and interest may be wasted if potential participants do not have participation infrastructure available for them to sample.

6.5 Theoretical and practical implications

MSEs have the potential to be versatile tools in achieving various legacies across a wide range of agendas encompassing both development of sport and development through sport (Girginov, 2011; Veal et al., 2012). However, there remain areas in need of further research and understanding (Preuss, 2007; Chalip et al, 2016; Frawley & Cush, 2011). This research project has played some role in deepening our understanding of the practical and theoretical gaps with respect to the MSE media opportunities available to a host sport governing body and their potential impact on sport development legacy.

6.5.1 Theoretical implications

Overall, the results complement findings from previous studies that contend a MSE can be a communication opportunity if event-related media are leveraged effectively (Chalip, 2004; Frawley & Cush, 2011; Taks et al, 2014). Cricket Australia, with its interlocking directorate as part of the LOC, used this as its primary means of communication and, as a result, directed its primary focus towards delivery of a successful event. This meant that

Cricket Australia's definition of a "successful event," rather than increased post-event participation, was more to do with maximising tournament attendance and television broadcast viewership. While these were both achieved very successfully, communication of participation messages during the event broadcast was considerably less visible. As a result of the LOC's success in maximising tournament attendance and television broadcast viewership, this study reveals potential links between a LOC's short-term, event-related strategies and actions, a host sport governing body's participation leverage activities, and the focal event's television broadcast. The LOC's media management, public relations, promotions and community engagement activities achieved event-related outcomes; in the process, these outcomes indirectly positioned the television broadcast of the event positively for Cricket Australia to leverage it for sport participation outcomes. This provides a different perspective on Chalip's (2004) positioning of event-related media as exclusively for longer-term leverage. Not only did the host sport governing body in this case not effectively leverage its most valuable media property, the results highlight that reliance on the LOC for critical outcomes led to the delivery of haphazard, somewhat serendipitous short-term, event-related outcomes. This further illustrates that specifically planning strategic leverage activities should play a critical role in a host sport governing body's MSE participation leverage and should be considered an important antecedent to achieving long-term participation outcomes.

This study also emphasises and complements findings from previous studies from Sotiriadou et al (2008), Frawley and Cush (2011) and Taks et al (2014) who argue relationships with MSE media are an important conduit between sport organisations and their target audiences. This study also extends Green's (2005) and Sotiriadou et al's (2008) contentions that entry-level participation infrastructure provision is required if people are to be enticed to play sport as a result of hosting a MSE in their community. Not only is this infrastructure required, it must be publicised and effectively communicated to its target audiences. Adding to the literature on MSE sport participation are this study's findings concerning provision of school-based programs. School-based initiatives have been shown to assist MSE sport participation leverage efforts (Chalip et al, 2016; Frawley & Cush, 2011). This project extends such knowledge through Cricket Smart's integration into the education curriculum of cricket-related perspectives that extend beyond the sport. This demonstrates the possibility to go beyond mere communication of event attendance opportunities, and to leverage the MSE to encourage long-term awareness of the sport directly into ongoing curricula, and thus achieve potentially deeper levels of engagement and attachment.

6.5.2 Practical implications

The intention of this research project was to better understand how a host sport governing body can leverage the television broadcast of a MSE for sport participation legacy. As discussed earlier, the host sport governing body in this project has responsibility over the development of its sport within Australia, covering its amateur, community game, through to its professional, elite tier, including the Australian team competing in the MSE and any practical implications should take this into consideration. Answers derived from this research will assist host sport governing bodies in achieving their stated MSE development legacy outcomes. Concerning practical implications, this study can provide guidance for host sport governing bodies on how to communicate with the public regarding sport participation. A host sport governing body should not assume media generated interest alone will be the conduit to achieving stated sport participation legacy outcomes. Leveraging activities are required, especially media leveraging activities (Chalip, 2004). Due to the power of MSE media in generating broad-based exposure as well as influencing public opinion, perception and cultural attitudes (Carey et al, 2011; Richie et al, 2010, Kim et al, 2015), a host sport governing body's media, public relations, promotions and community engagement plans offer it a desirable opportunity to achieve sport participation legacy.

If increasing sport participation is an objective of hosting a MSE, this project has shown that host sport governing bodies should implement strategies addressing the public's attitude toward sport participation and awareness of participation infrastructure (Kim et al, 2015). There is a need for host sport governing bodies to pay greater attention to media management. This attention is especially important to ensure events incorporate specific participation-related messages that address awareness of entry-level participation infrastructure and promote a positive image of sport participation into media, public relations, promotions and community engagement activities (Getz & Fairley, 2004). Host sport governing bodies could implement activities such as promotional events that increase awareness of the event *and* the sport, encourage interaction with athletes, and opportunities for trial of the sport (Chalip et al, 2016). In particular, host sport governing bodies could devote resources to influencing media narratives around perception of their sport and their athletes, and the appropriateness of participation in it (Chalip et al, 2016). This can be achieved through proactive promotions and public relations activities (Chalip et al, 2016; Shilbury et al, 2003).

In summary, host sport governing bodies are encouraged to build strong relationships with event media and their key target audiences for participation messages. Relationships

with these two key stakeholder groups assist efficient and effective sport participation related communications. Host sport governing bodies are encouraged to provide MSE-specific entry-level infrastructure that links to their current participation infrastructure. In particular, a school program that includes curriculum-based and sport-based initiatives with links to local community sport clubs is advised. In a practical context, answers derived from this project will assist host sport governing bodies in achieving development of their sport, and in the process, ensure they retain the public and private support upon which they rely (O'Brien & Chalip, 2008). The next section discusses the limitations of this research project.

6.6 Research limitations

There are problems inherent in qualitative research design and methodology, as well as ones specific to the research project. Due to the "visual element" inherent in face-to-face interviews (Irvine et al, 2013; Vogl, 2013), the researcher attempted to hold all interviews in person. On the occasions where this was not possible, the researcher held phone interviews. In order to increase the potential for face-to-face interviews, the researcher travelled to sites of preference to the interview participants. As a consequence, nine out of the eleven interviews were conducted in person. One interview was held face-to-face with two individuals due to their time constraints. There are implications to data analysis when interviewing two people at one time. Implications to be acknowledged are comparing data collected from this interview with individual interviews, and the potential for the dominance of one interviewee. With just under two years between conclusion of the event (March, 2015) and commencement of interviews (February, 2017), there was greater potential to make contact with personnel directly involved in Cricket Australia's event leveraging activities directed at participation outcomes. The triangulation of data sources mitigated any problems related to research participants' recollections. Furthermore, as a result of the well-publicised independent cultural review of Cricket Australia in 2018, a number of personnel changes were experienced at Cricket Australia, especially in persons related to this study. As a result, the researcher experienced some barriers in his attempts at accessing information from Cricket Australia, after constructive relationships had been developed in the early stages of the research project. In addition, as a result of budget limitations, cricket development personnel interviewed for the project were predominantly located within Queensland's south-east region. Whilst ample data was provided by these employees, interviewing cricket development personnel from a wider geographic base may have provided differing experiences and viewpoints on Cricket Australia's event leverage activities aimed at

participation outcomes. In addition, there are limitations to applying the findings and results of this project. As this project researchers a single MSE, any findings and results should be applied within this context.

All efforts were made to eliminate or minimise the impact of the limitations described. However, the limitations identified provide scope for future research, and potentially advance understanding of MSE legacy achievement and the role of event media leverage, especially television broadcast, in realising participation outcomes. This next section outlines scope for further research.

6.7 Scope for further research

An interesting finding in this project was the potential impact the LOC's short-term, event-related leverage of the event's media potentially had for the host sport governing body should it have leveraged the television broadcast of the event. As television broadcast of a MSE, and increasingly, live streaming, has such potential in leveraging for sport participation outcomes, further research into the link between the two would greatly assist knowledge in the field of MSE media leverage for sport participation outcomes. In addition, as this research project had limitations in accessing cricket development personnel from outside of Queensland, expanding this research into other states, territories and regions outside of Queensland is warranted. This expanded research could provide a broader and deeper understanding of MSE legacy achievement and the role leveraging of the event's media, and especially the television broadcast, can play in achieving participation outcomes. Furthermore, this research focused on a NSO (Cricket Australia) hosting a 'professional' MSE including its own team. Further research opportunities that evaluate a State Sport Organisation as host of a MSE, whether that sport and event be professional and/or amateur, and how the event was leveraged for sport development legacy, would add rich insight into the field of sport event leverage and legacy. Moreover, in this project, the focus was on an all-male MSE to achieve participation objectives that included an increase in female participation. Future research could utilise a female MSE to ascertain its potential impact (whether positively or negatively), both on female and male participation. Finally, as all MSEs and their host sport governing bodies have linkages with commercial partners, the field of sport event legacy could be broadened through research into how a sponsor's leverage of MSE media could assist a host sport governing body's participation legacy outcomes.

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Appendix 1: Interview guide

Introduction questions

- Please provide your name and position at your cricket association/club
- What role did you play (if any) at the ICC Cricket World Cup 2015?

General questions

- Are there any official documentation that I can get access to concerning Cricket Australia's legacy plans? Or how Cricket Australia's planned to use the event for legacy outcomes?

Theme: Event legacy

- Please describe why Cricket Australia bid to host the ICC Cricket World Cup 2015
- Please describe Cricket Australia's objectives of hosting the ICC Cricket World Cup 2015
- In your opinion, why did Cricket Australia bid to host the ICC Cricket World Cup 2015?
- Did Cricket Australia have stated cricket participation/development legacy outcomes from hosting the ICC Cricket World Cup 2015? If so, please describe them
- Could you please describe your thoughts on whether Cricket Australia achieved their objectives from hosting ICC Cricket World Cup 2015

Theme: Event leverage

- Was there a focus on relationship building with fans? If so, please provide an example of how Cricket Australia employed relationship building tactics with fans
- Please describe the activities that were put in place to achieve Cricket Australia's objectives from hosting the ICC Cricket World Cup 2015

Theme: Cricket development

- Does Cricket Australia have a cricket development strategy? If so, please describe it
- Please describe the current cricket development system in Australia
- What's your opinion on the impact hosting the ICC Cricket World Cup 2015 has had on cricket development/participation in Australia?
- In your opinion, what role if any does/can the media play in cricket participation?
- In your opinion, what role if any does/can the ICC Cricket World Cup 2015 media play in cricket participation?
- In your opinion, what role if any does/can a sport governing body's media and promotions activity play in cricket participation?
- In your opinion, what role if any does/can a sport governing body's community engagement activity play in cricket participation?
- Please describe how hosting the ICC Cricket World Cup 2015 impacted cricket at the community level?

- Please describe the cricket development strategies/initiatives etc., that were developed to leverage the ICC Cricket World Cup 2015 for cricket development
- Please describe how you believe hosting a major cricket event can have on cricket development/participation
- What structures/programs enhance potential participants to 'sample' cricket? Do you believe there a role for the event's television broadcast?
- Please describe the most effective structures/programs to retain participants. Do you believe there a role for the event's television broadcast?
- Please describe the most effective structures/programs to nurture participants. Do you believe there a role for the event's television broadcast?

Theme: Event media

- Describe the importance of television broadcasting for achieving Cricket Australia's objectives from hosting the event
- Please describe Cricket Australia's ICC Cricket World Cup 2015 communication goals and strategies
- What ICC Cricket World Cup 2015 media platforms/channels were available? From what was available, was it leveraged? If so, please describe Cricket Australia's communication practices
- What were the primary and secondary communication tools?
- Was there a communication tool more effective than the others? If so, please describe it
- Did you segment your target audience? If so, please outline your target audiences
- What communication channels were utilised?
- What promotions mix elements were used?
- Was there a social media strategy? If so, please outline it. What social media platforms were used, for example?
- Describe the importance of television broadcast for achieving marketing/media objectives
- In your opinion, what role (if any) can the/did the television broadcast of the ICC Cricket World Cup 2015 have on cricket development?
- Describe the strategies and practices that were developed to leverage the television broadcast of the ICC Cricket World Cup 2015? Please provide an example(s)
- In your opinion, how can the television broadcast of the ICC Cricket World Cup 2015 be leveraged to benefit cricket in Australia?

Theme: interconnection between the four themes

- Was there an ICC Cricket World Cup 2015 cricket development communication strategy? If so, please describe it. Please provide an example of how Cricket Australia communicated with their target audience. If not, what were your communication strategies and practices aimed primarily at?
- In your opinion, what's the benefits (if any) of hosting the ICC Cricket World Cup for cricket in Australia?
- Please describe the strategies/actions developed and implemented to leverage the ICC Cricket World Cup 2015 to achieve Cricket Australia's cricket development outcomes (if provided). Was there a role for the event's media? Its television broadcast?