

Veerle De Bosscher, Hans Westerbeek, Simon Shibli, Maarten van Bottenburg

WINNING THE GOLD WAR:

An international comparison of elite sport policies in 15 nations

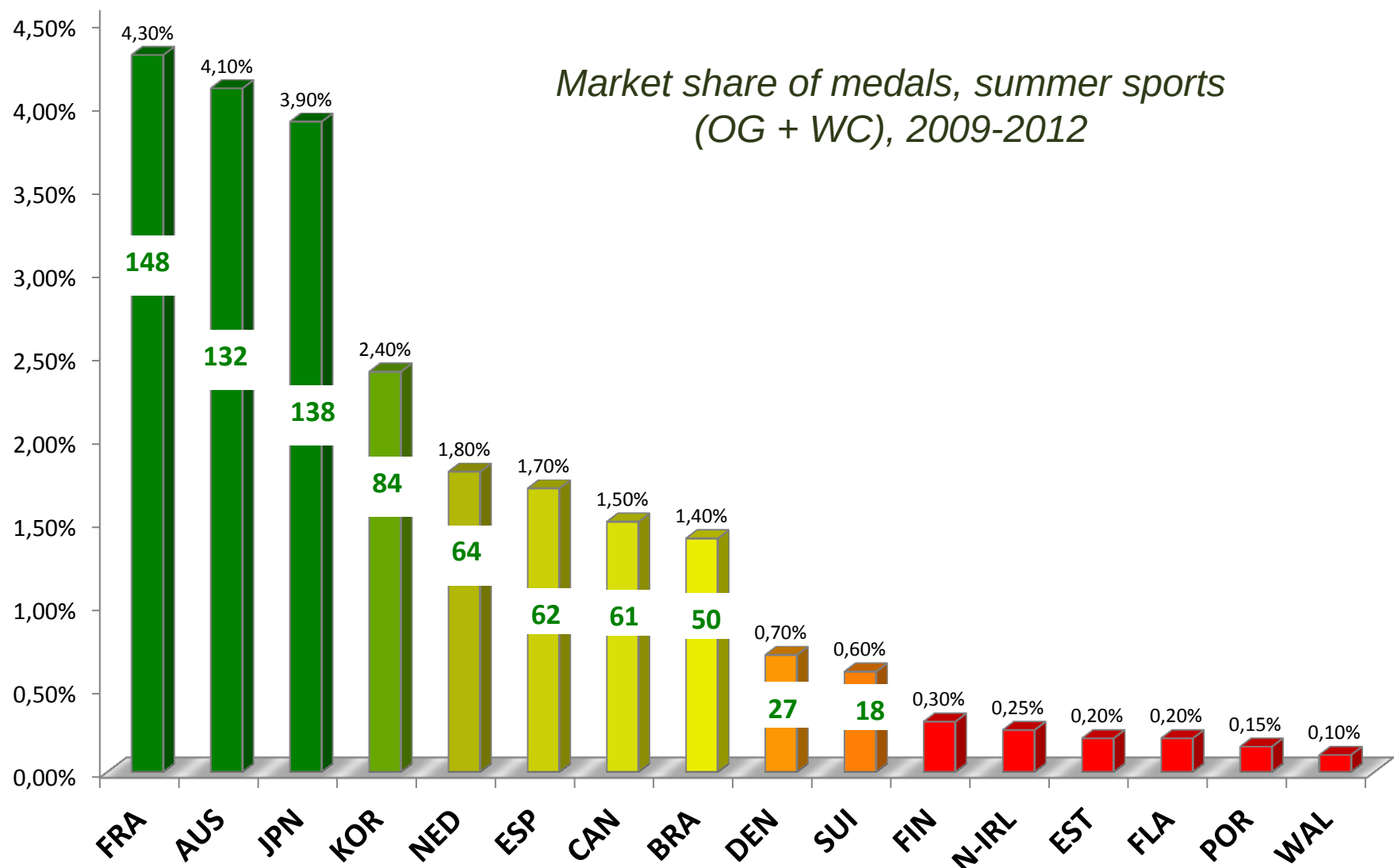


Content

- 1) 10 key points in 9 pillars
- 2) Pillar overview
- 3) Country overview
- 4) 6 conclusions



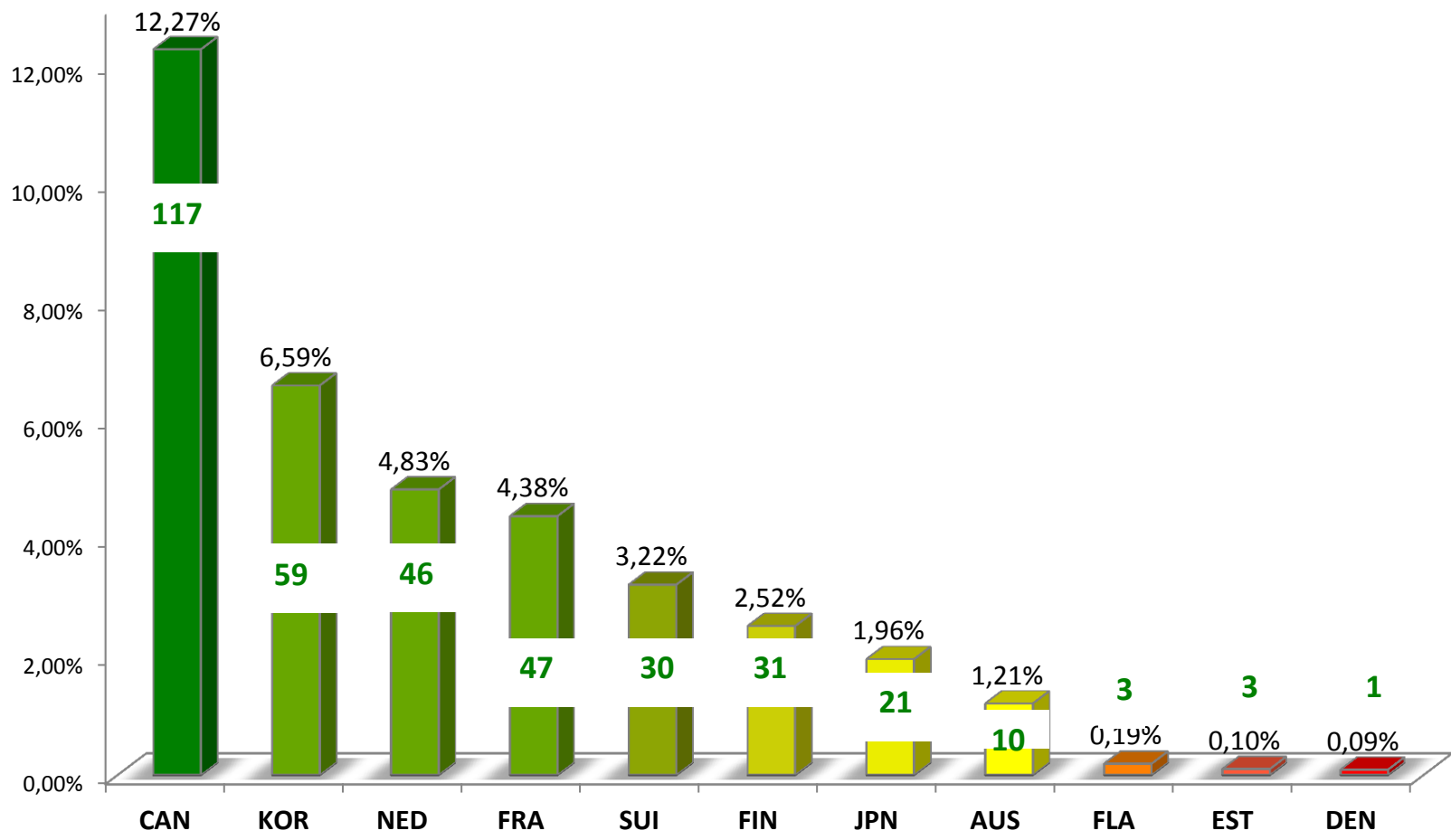
Outputs: success summer sports 2009-2012



Market share summer sports 2009-2012 (OG, WC - MC%)

Outputs: success winter sports, 2009-2012

Market share of medals, Winter sports (OG + WC), 2009-2012



Market share summer sports 2009-2012 (OG, WC - MC%)



1. More MONEY IN (does not automatically) equal more MEDALS OUT

PILLAR 1

8 CSFs

9 SUB-FACTORS



Vrije
Universiteit
Brussel



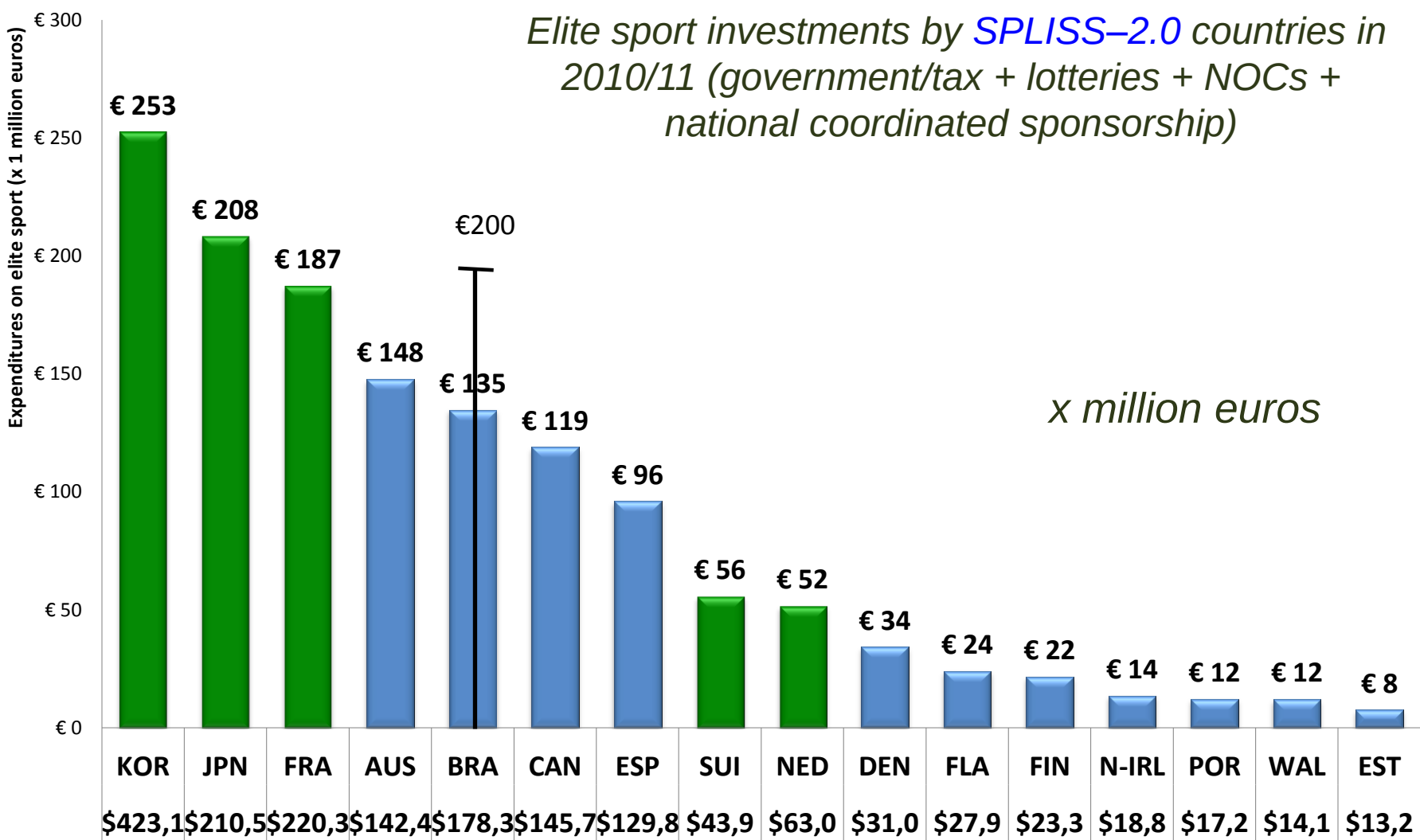
VICTORIA UNIVERSITY

INSTITUTE OF SPORT, EXERCISE AND ACTIVE LIVING



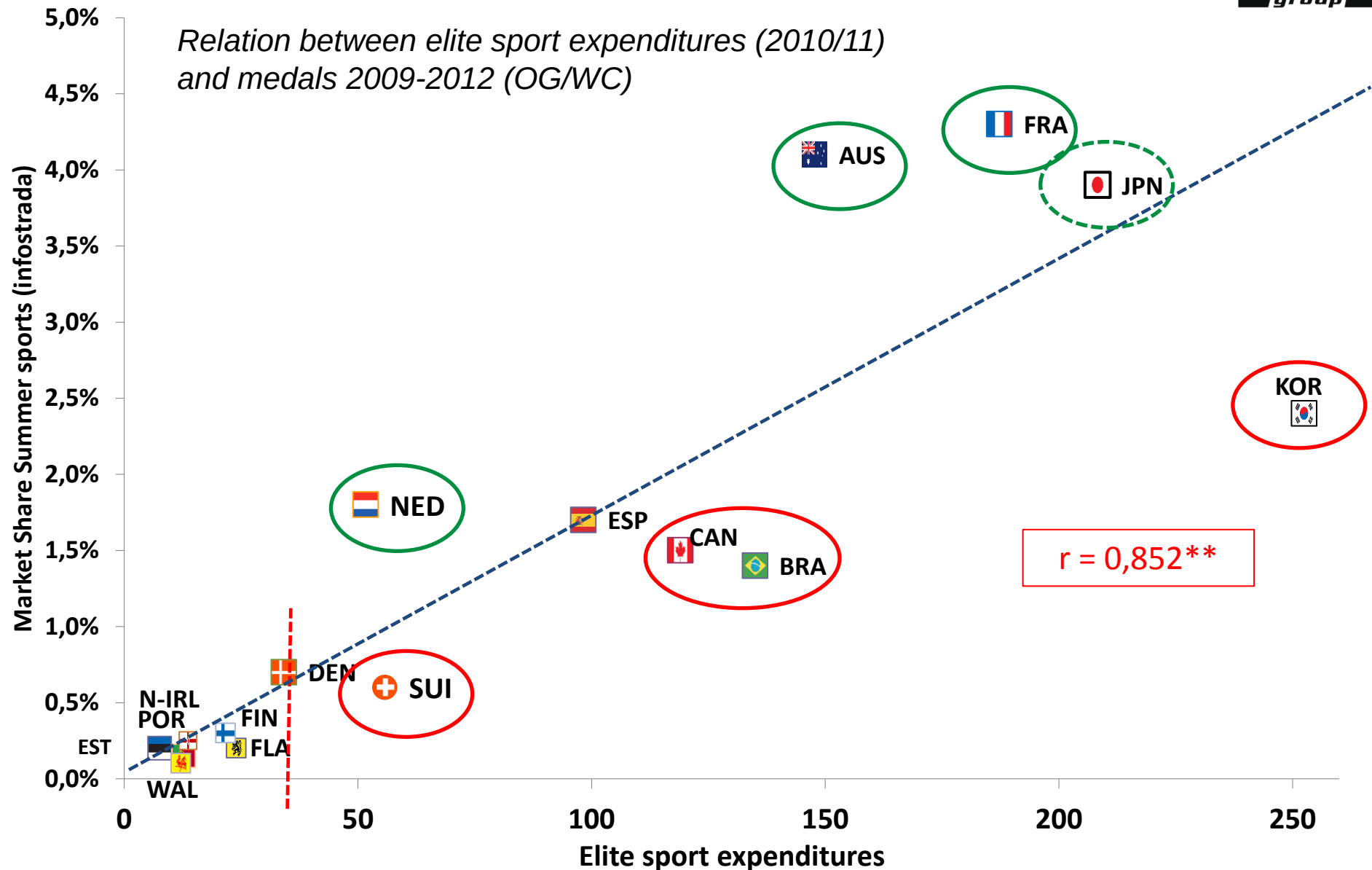
Universiteit Utrecht

How much do countries spend on elite sport? (incl NOC)



More money More medals? (Summer)

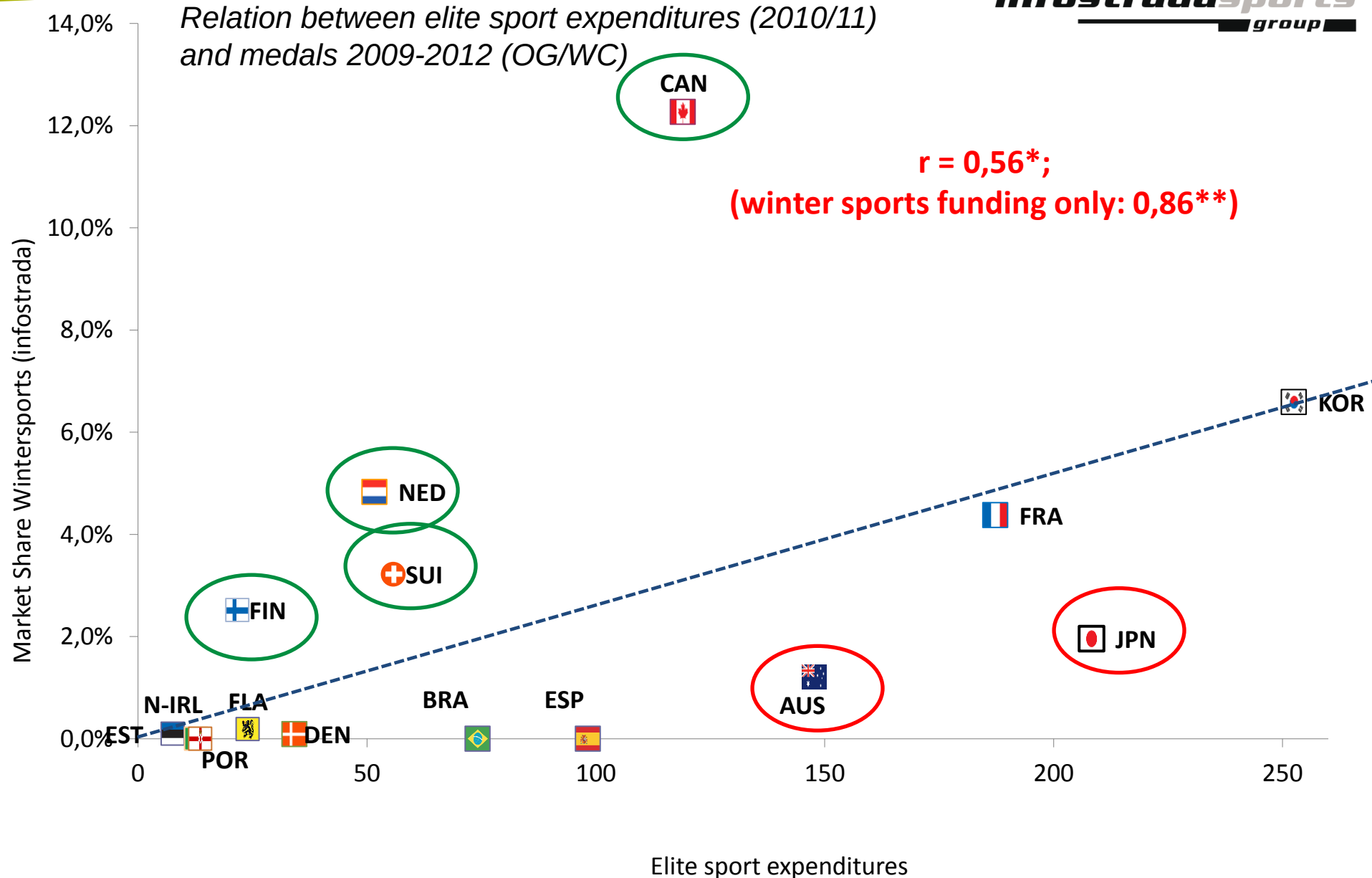
*Relation between elite sport expenditures (2010/11)
and medals 2009-2012 (OG/WC)*



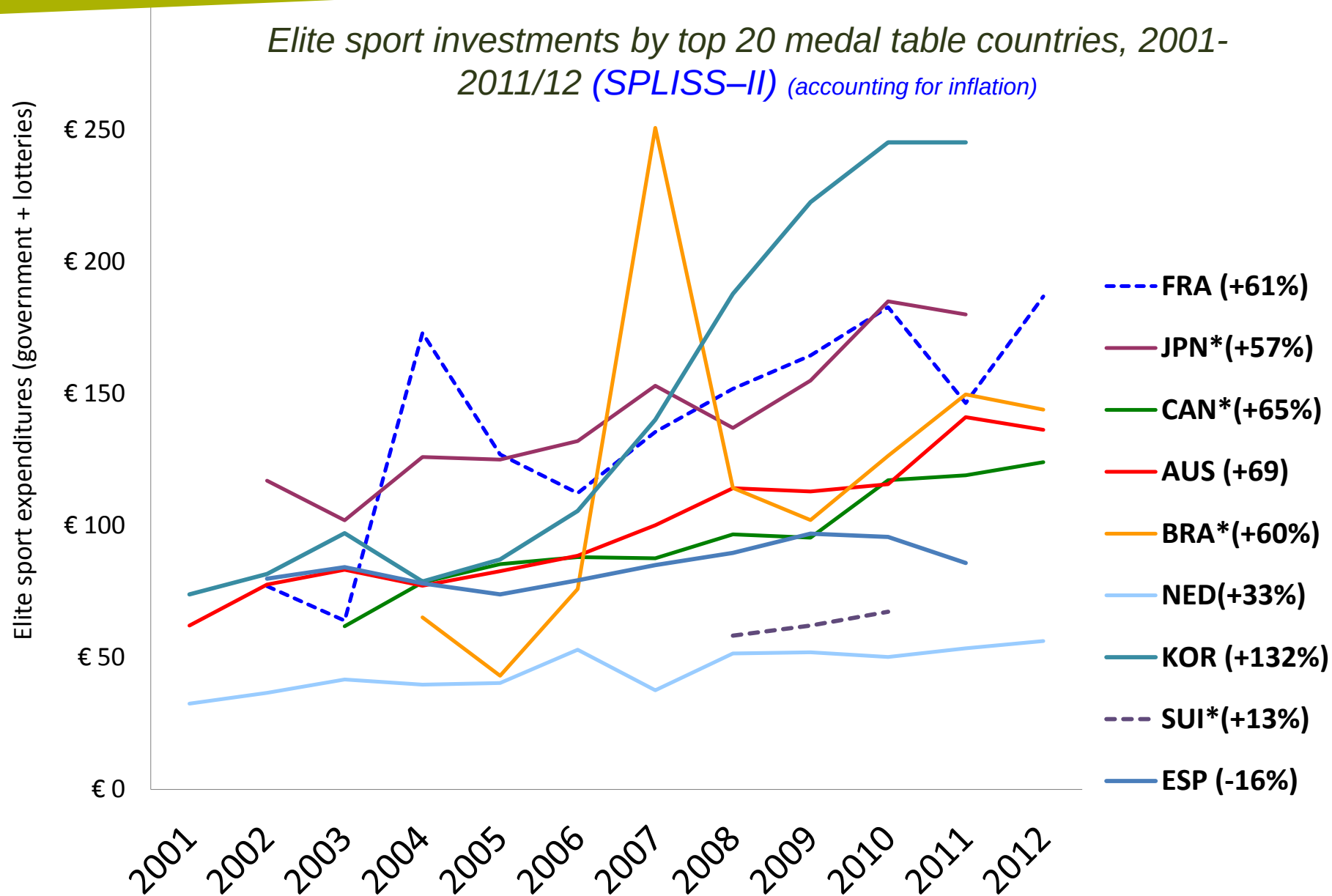
More money More medals? (Winter)

infostradasports
group

*Relation between elite sport expenditures (2010/11)
and medals 2009-2012 (OG/WC)*

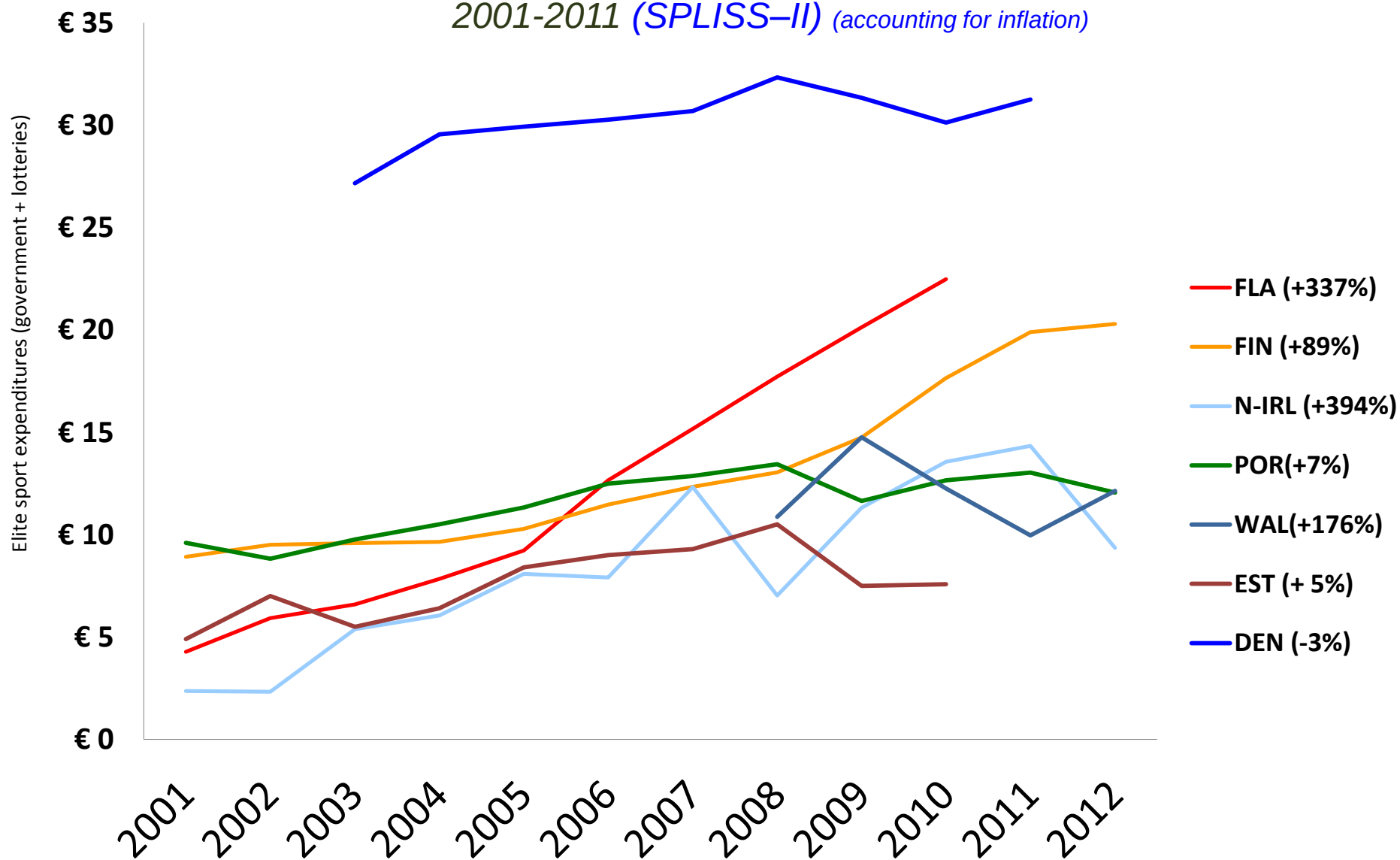


Increase in funding ... increase in success?



Increase in funding ... increase in success?

*Elite sport investments by smaller nations,
2001-2011 (SPLISS-II) (accounting for inflation)*





2. More efficiently organised countries perform better

PILLAR 2

18 CSFs

119 SUB-FACTORS



Vrije
Universiteit
Brussel



VICTORIA UNIVERSITY

INSTITUTE OF SPORT, EXERCISE AND ACTIVE LIVING



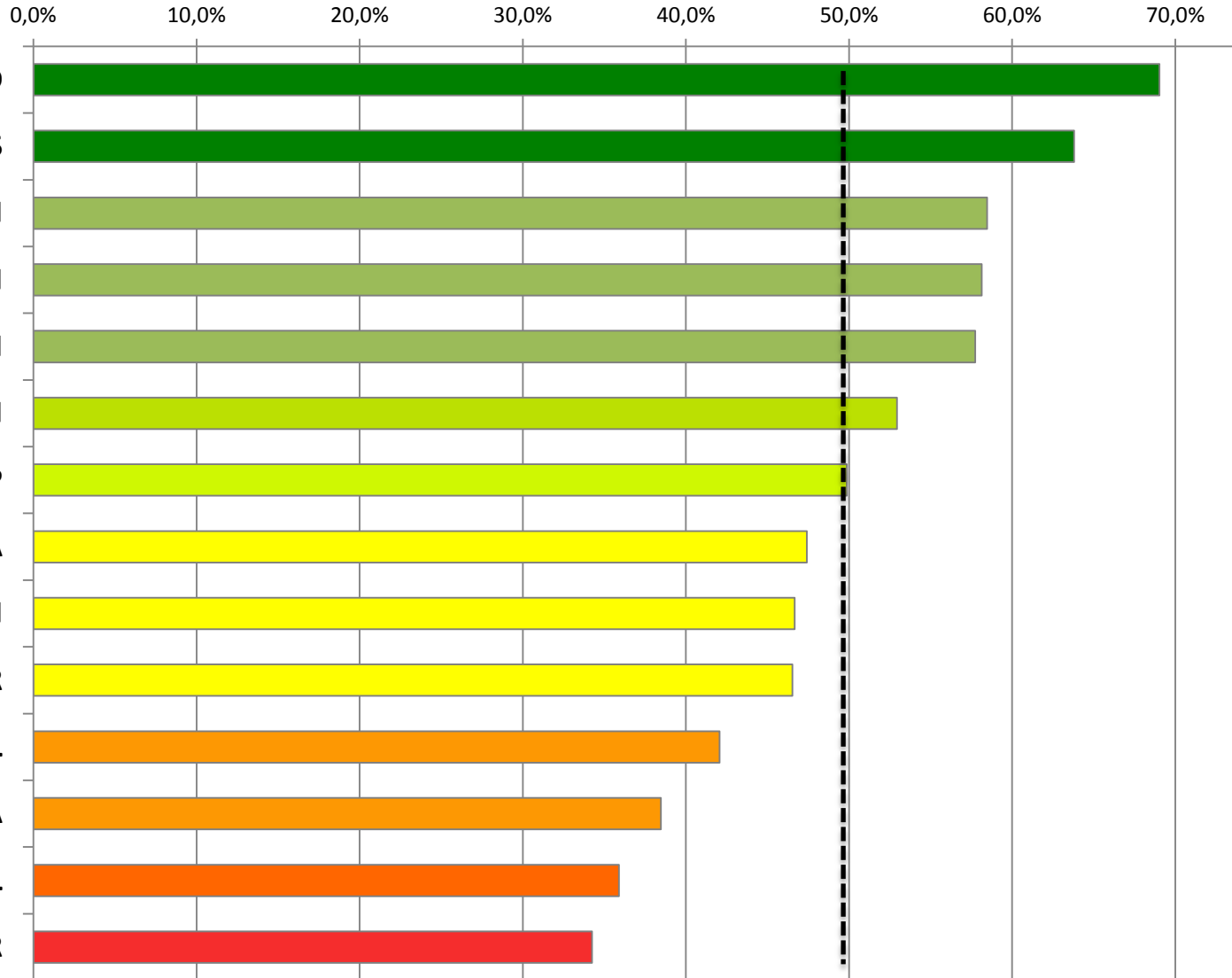
Sport Industry
Research Centre



Universiteit Utrecht

Pillar 2: organisation, governance & structure

$r_s = 0.720$ (summer); 0.685 (winter) **



Summer	Winter

Pillar 2: key success ingredients

1. A fulltime management staff at the NSA responsible for elite sport development*
2. Strong coordination of all activities and financial inputs*
 - Not the countries with the most centralized approach perform best, but those who coordinate activities most and collaborate with different partners.
 - (only) one organisation responsible for elite sport
3. Involvement of stakeholders in elite sport policies*
 - *Policy of the NSA is regularly evaluated with athletes, coaches, performance directors PRIOR and AFTER policy takes place* (winter sports only)
 - Athletes and coaches are represented in the decision making process of the NSA (winter sports only)

Pillar 2: key success ingredients

4. There is a formal objective and transparent measurement instrument to evaluate the NGB/federations funding criteria, undertaken by an independent organisation* (winter sports only)

Almost all countries have high scores on:

5. Long-term planning of elite sport policies
6. Communication with athletes, coaches and performance directors



3. A broad participation base is not required for achieving international sporting success ...

but it may influence success on the long-term because of the continuous supply of young talent and the higher level of training

PILLAR 3

10 CSFs

31 SUB-FACTORS



Vrije
Universiteit
Brussel



VICTORIA UNIVERSITY

INSTITUTE OF SPORT, EXERCISE AND ACTIVE LIVING



Sport Industry
Research Centre



Universiteit Utrecht

Pillar 3: Sport Participation



- 1) Hardly any significant relationship with success and
 - (a) Physical education
 - (b) Sports participation
 - (c) Quality in sports clubs
- 2) Best scores in Switzerland, Denmark, France and Finland
Worst scores in Brazil and South Korea
- 3) Note: the scores do not differ much; also countries with weaker performances in international competition, can have high sports participation



4. Talent identification and - development (Pillar 4) is still an under-developed area and is better developed in smaller countries

PILLAR 1

12 CSFs

169 SUB-FACTORS



Vrije
Universiteit
Brussel



VICTORIA UNIVERSITY

INSTITUTE OF SPORT, EXERCISE AND ACTIVE LIVING



Sport Industry
Research Centre



Universiteit Utrecht

Pillar 4: Talent identification and development





5. There is an increasing holistic approach towards the athletic career;
The need for post career is still under-estimated

PILLAR 5

7 CSFs

122 SUB-FACTORS



Vrije
Universiteit
Brussel



VICTORIA UNIVERSITY

INSTITUTE OF SPORT, EXERCISE AND ACTIVE LIVING

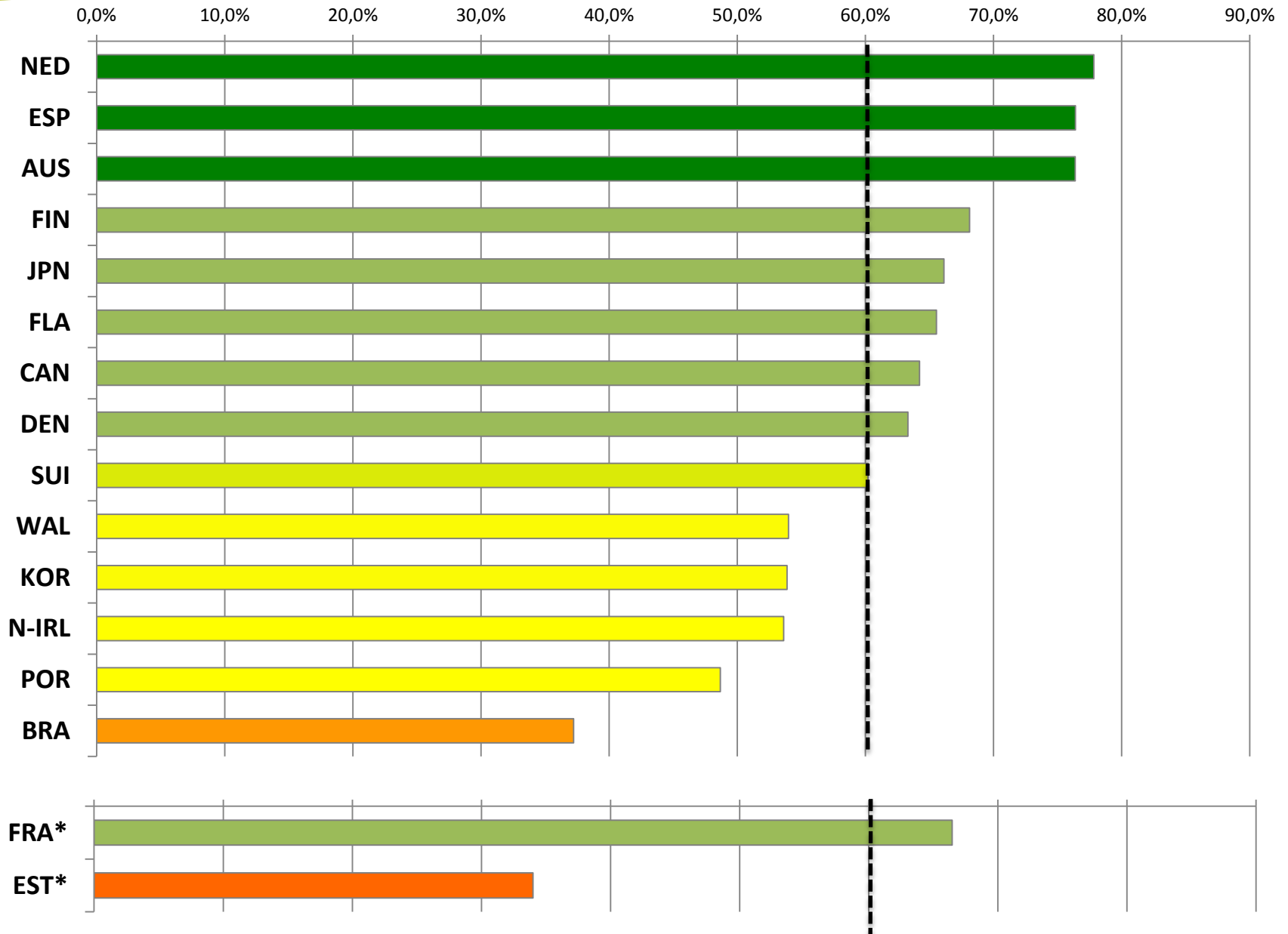


Sport Industry
Research Centre



Universiteit Utrecht

Pillar 5: athletic and post athletic career support

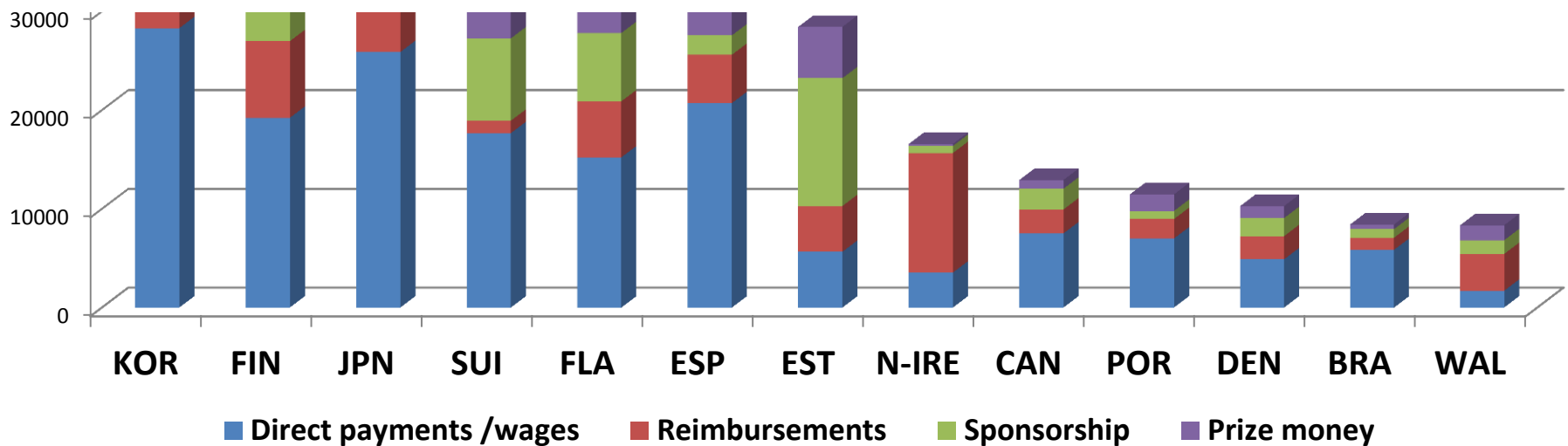


Pillar 5: KEY SUCCESS INGREDIENTS

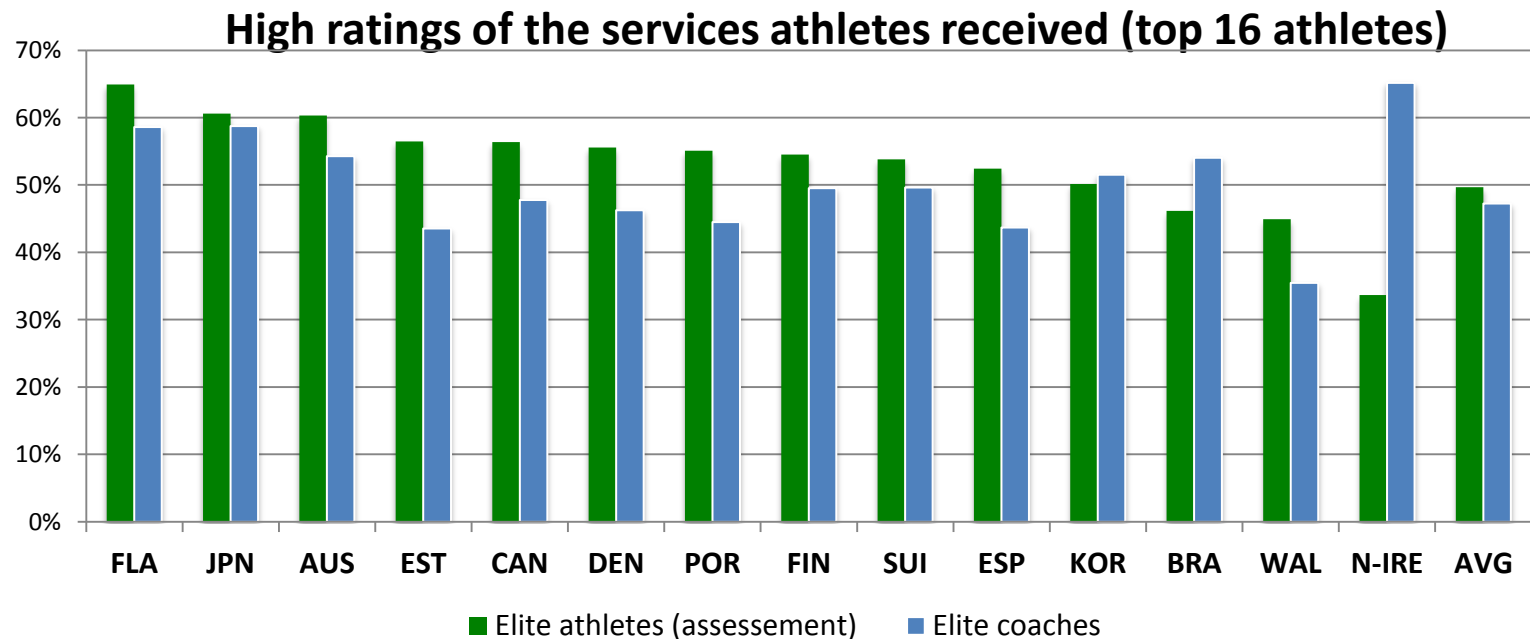
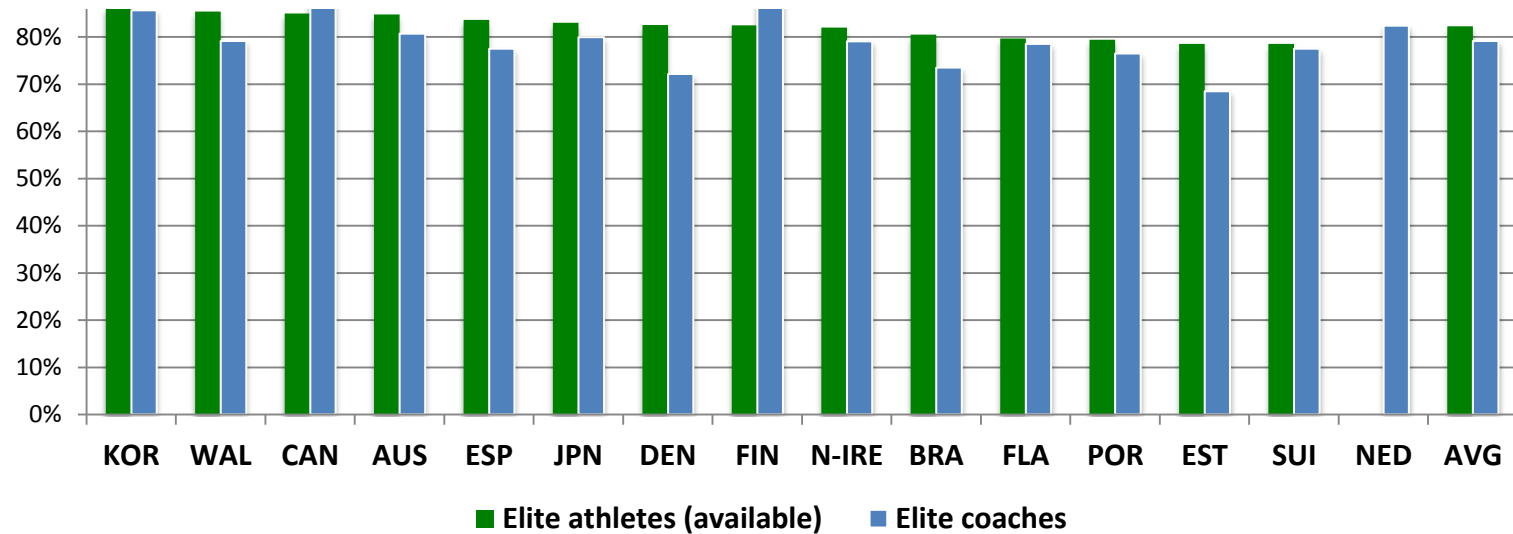
1. Athletes' monthly income (total gross annual income) in general and income from their sport activities is sufficient (fulltime) *



- 70% of the top 16 athletes indicates to receive a monthly salary from their sport activities
- 25% of the fulltime top 16 athletes still indicated to earn less than 10,000 euros a year with their sport

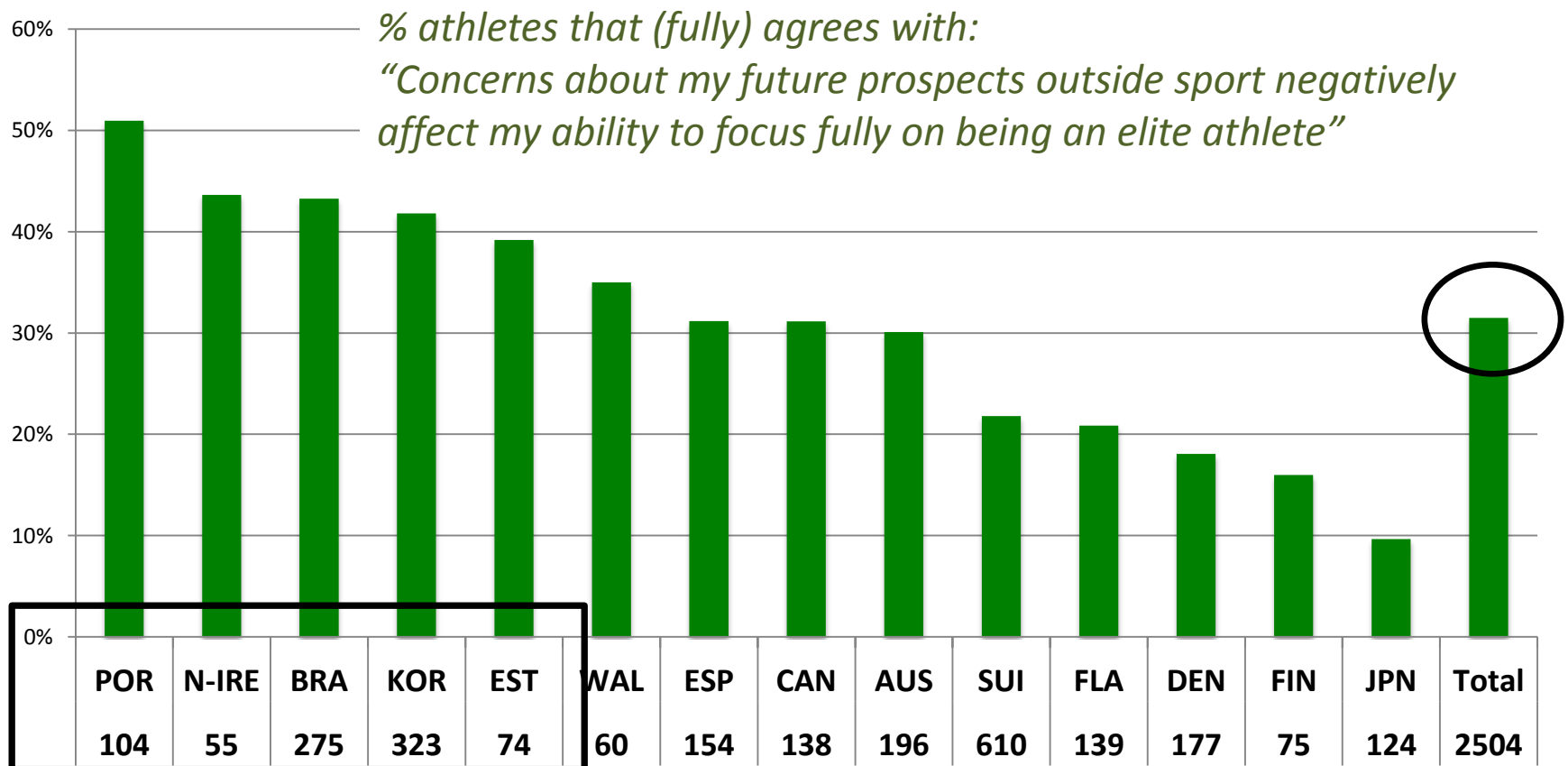


2. A coordinated support programme for elite athletes (apart from financial support)



Pillar 5: Post career support... still under-estimated

- Receives the lowest average score of all CSFs
- Countries merely focus on support services DURING the career and tend to under-estimate the support AFTER the athletes' careers





6. Coach provision and coach development

*“if you have the ingredients, you still don’t have a good recipe;
how you bring the ingredients together is what counts”
(Sturkenboom, 2006)*

PILLAR 7

16 CSFs

100 SUB-FACTORS



Vrije
Universiteit
Brussel



VICTORIA UNIVERSITY

INSTITUTE OF SPORT, EXERCISE AND ACTIVE LIVING



Sport Industry
Research Centre

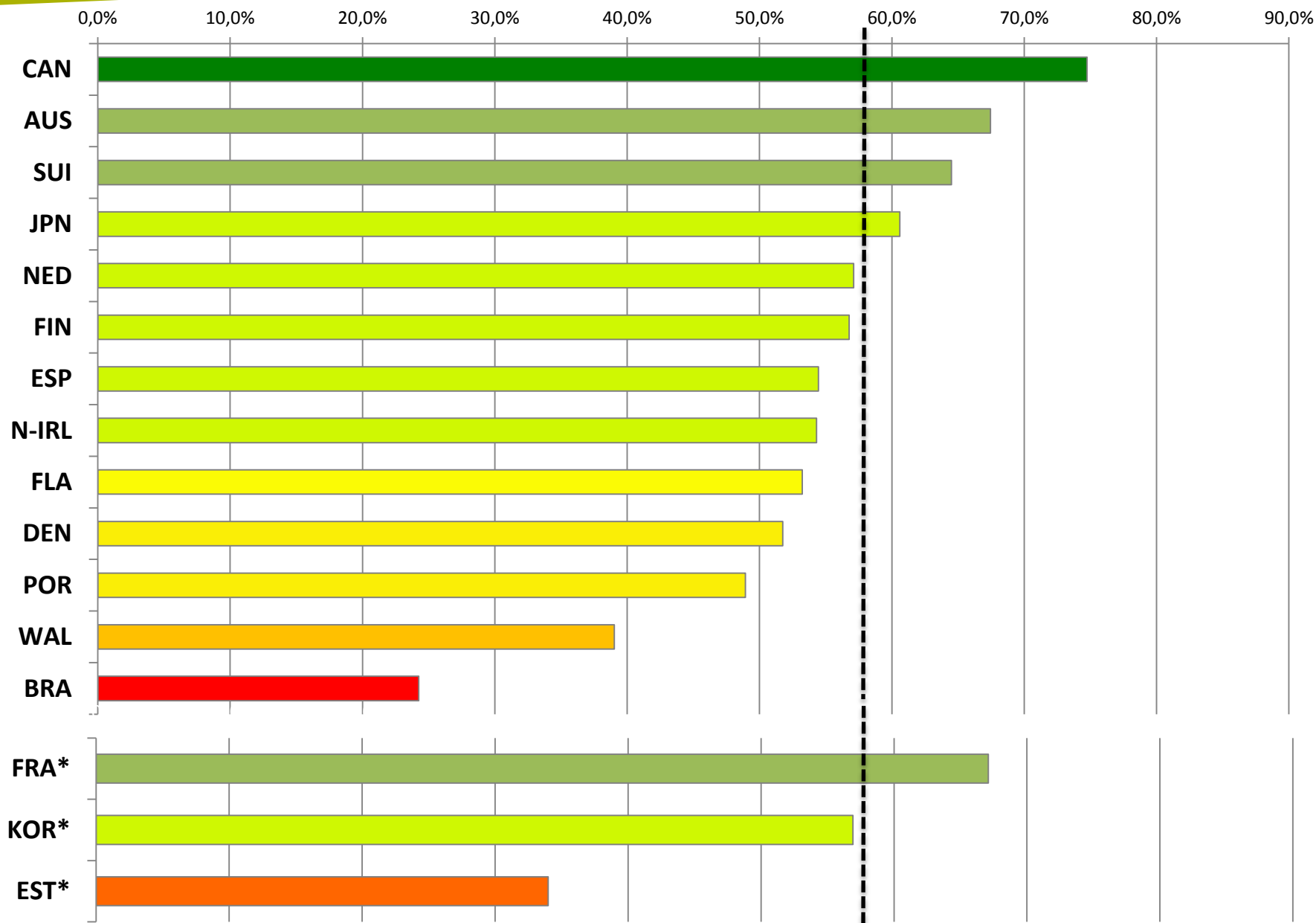


Universiteit Utrecht

Pillar 7: KEY SUCCESS INGREDIENTS

1. A sufficiently **high monthly income** to provide a good standard of living*
2. A well developed **coach education system**
3. Services for the continuous professional **development** of coaches
4. A sufficient **number** of elite coaches are qualified
5. A strategy for NGBs to **attract the world's best coaches**
6. **Transfer of knowledge, communication and inter-disciplinary collaboration***: specialist advice from other areas (psychology, nutrition, physiology, biomechanics, data analysis)
7. A coordinated support programme for elite sport coaching to be a **full time primary** activity
8. A **written work contract** for training activities
9. An updated **database** of coaches and elite coaches and their qualifications

Pillar 7: Coach provision and coach development





7. A network of sufficient high quality NTC's with fulltime access for athletes is highly valued (Pillar 6)
8. Countries with a higher level of planning/co-ordination of international events do not necessarily organise more events (Pillar 8)
9. Scientific research, sport science ... in the future even a stronger area of competitive advantage (Pillar 9)

PILLAR 6	9 CSFs	84 SUB-FACTORS
PILLAR 8	7 CSFs	100 SUB-FACTORS
PILLAR 9	9 CSFs	65 SUB-FACTORS



	P6	P8	P9
FRA*	62%	51%	60%
AUS	65%	49%	90%
JAP	74%	78%	75%
KOR*	49%	57%*	59%
NED	59%	54%	53%
ESP	73%	67%	37%
CAN	63%	62%	68%
BRA	26%	53%	28%
DEN	57%	63%	47%
SUI	49%	45%	49%
FIN	51%	63%	53%
N-IRL	42%	40%	31%
EST*	55%*	48%*	38%*
FLA	57%	46%	52%
POR	59%	53%	35%
WAL	47%	36%	23%



PILLAR OVERVIEW



Vrije
Universiteit
Brussel



VICTORIA UNIVERSITY
INSTITUTE OF SPORT, EXERCISE AND ACTIVE LIVING



Universiteit Utrecht

			FINANCE	ORGANISATION	PARTICIPATON	TALENT	ATHLETES	FACILITIES	COACHES	COMPETITION	RESEARCH
Summer	Winter		P1	P2	P3	P4	P5	P6	P7	P8	P9
4,30%	4,38%	FRA*	70%	37%	53%	38%	66%	62%	67%	51%	60%
4,10%	1,21%	AUS	61%	64%	48%	43%	76%	65%	67%	49%	90%
3,90%	1,96%	JAP	62%	58%	39%	45%	66%	74%	61%	78%	75%
2,40%	6,59%	KOR*	70%	47%	33%	43%*	54%	49%	57%*	57%*	59%
1,80%	4,83%	NED	45%	69%	49%	54%	78%	59%	57%	54%	53%
1,70%	0,00%	ESP	58%	50%	39%	48%	76%	73%	54%	67%	37%
1,50%	12,27%	CAN	55%	58%	46%	16%	64%	63%	75%	62%	68%
1,40%	0,00%	BRA	64%	38%	17%	12%	37%	26%	24%	53%	28%
0,70%	0,09%	DEN	28%	53%	63%	47%	63%	57%	52%	63%	47%
0,60%	3,22%	SUI	46%	58%	61%	66%	60%	49%	64%	45%	49%
0,30%	2,52%	FIN	37%	47%	55%	36%	68%	51%	57%	63%	53%
0,25%	0,00%	N-IRL	31%	42%	24%	40%	54%	42%	54%	40%	31%
0,20%	0,10%	EST*	26%	34%*	NA	40%*	34%*	55%*	34%*	48%*	38%*
0,20%	0,19%	FLA	41%	47%	41%	63%	66%	57%	53%	46%	52%
0,15%	0,00%	POR	26%	34%	43%	35%	49%	59%	49%	53%	35%
0,20%	0,00%	WAL	34%	36%	39%	46%	54%	47%	39%	36%	23%

RESEARCH

P9

60%

90%

75%

53%

			FINANCE	ORGANISATION	PARTICIPATON	TALENT	ATHLETES	FACILITIES	COACHES	COMPETITION	RESEARCH
Summer	Winter		P1	P2	P3	P4	P5	P6	P7	P8	P9
4,30%	4,38%	FRA*									
4,10%	1,21%	AUS									
3,90%	1,96%	JAP									
2,40%	6,59%	KOR*									
1,80%	4,83%	NED									
1,70%	0,00%	ESP									
1,50%	12,27%	CAN									
1,40%	0,00%	BRA	64%	38%	17%	12%	37%	26%	24%	53%	28%
0,70%	0,09%	DEN									
0,60%	3,22%	SUI									
0,30%	2,52%	FIN									
0,25%	0,00%	N-IRL	31%	42%	24%	40%	54%	42%	54%	40%	31%
0,20%	0,10%	EST*	26%	34%*	NA	40%*	34%*	55%*	34%*	48%*	38%*
0,20%	0,19%	FLA	41%	47%	41%	63%	66%	57%	53%	46%	52%
0,15%	0,00%	POR	26%	34%	43%	35%	49%	59%	49%	53%	35%
0,20%	0,00%	WAL	34%	36%	39%	46%	54%	47%	39%	36%	23%



Case study BRAZIL vs the NETHERLANDS



Vrije
Universiteit
Brussel



VICTORIA UNIVERSITY

INSTITUTE OF SPORT, EXERCISE AND ACTIVE LIVING



Universiteit Utrecht



Brazil versus the Netherlands

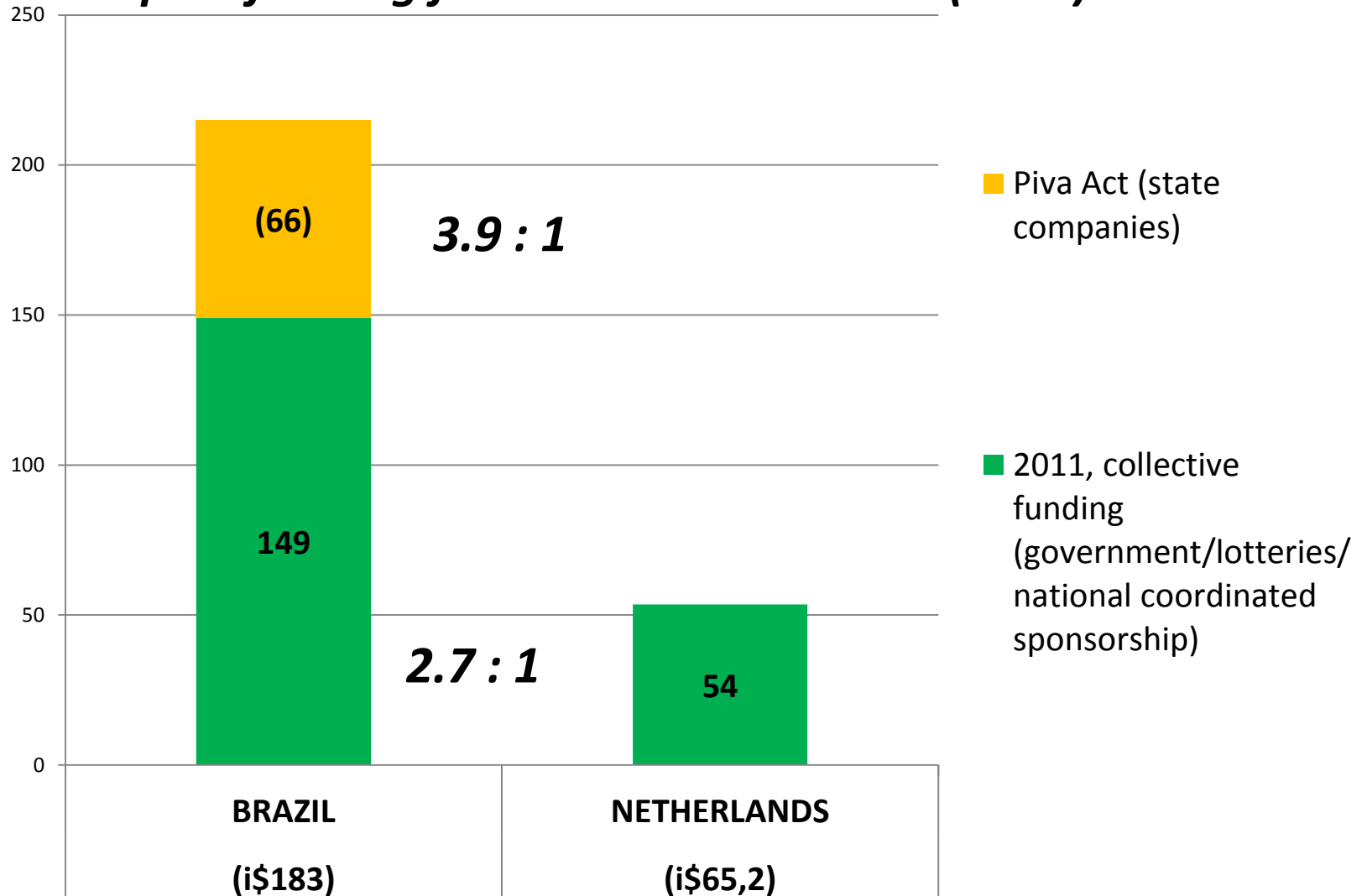
A large image of a Brazilian soccer player in a green jersey with the Brazilian flag on the front, smiling. This image serves as a background for the left half of the table.

	Brazil (BRA)	Netherlands (NED)	BRA : NED ratio
Land (sq km)	8,459,417	33,893	250 : 1
Population	210,000,000	16,800,000	13 : 1
GDP (ppp) in billions	\$ 2,362	\$ 710	3.3 : 1
GDP per capita (ppp)	\$ 12,000	\$ 42,300	1 : 3.5

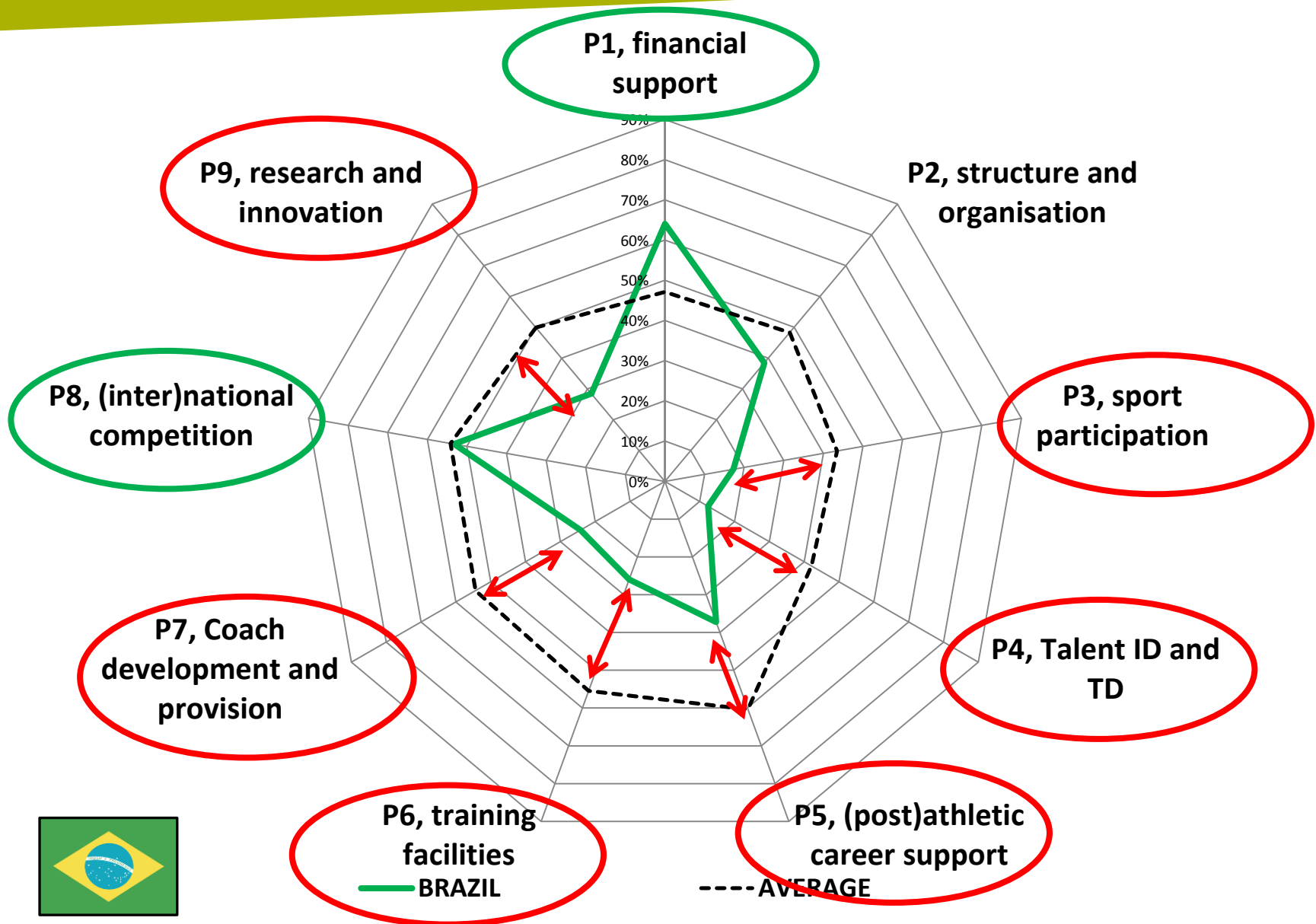
A large image of a Dutch soccer player in an orange jersey with the Dutch flag on the front, shouting with an open mouth. This image serves as a background for the right half of the table.

Brazil versus the Netherlands

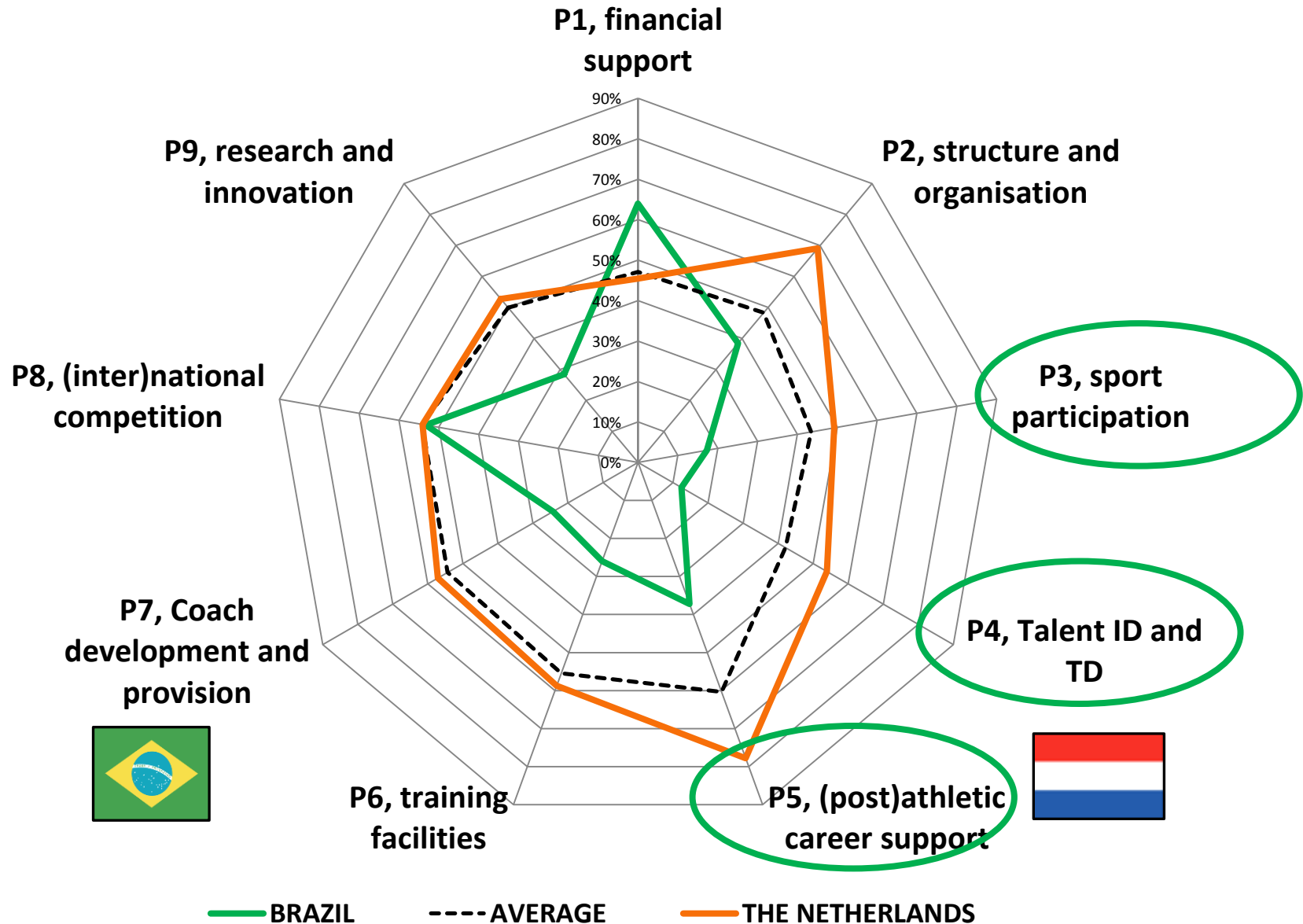
Elite sport funding from collective sources (2011)



The readiness Brazil of the Olympic Games?



Brazil and the Netherlands: 9 pillar scores





10. COUNTRIES HAVE DIFFERENT CONFIGURATIONS OF PILLARS and CSFs



Vrije
Universiteit
Brussel



VICTORIA UNIVERSITY
INSTITUTE OF SPORT, EXERCISE AND ACTIVE LIVING



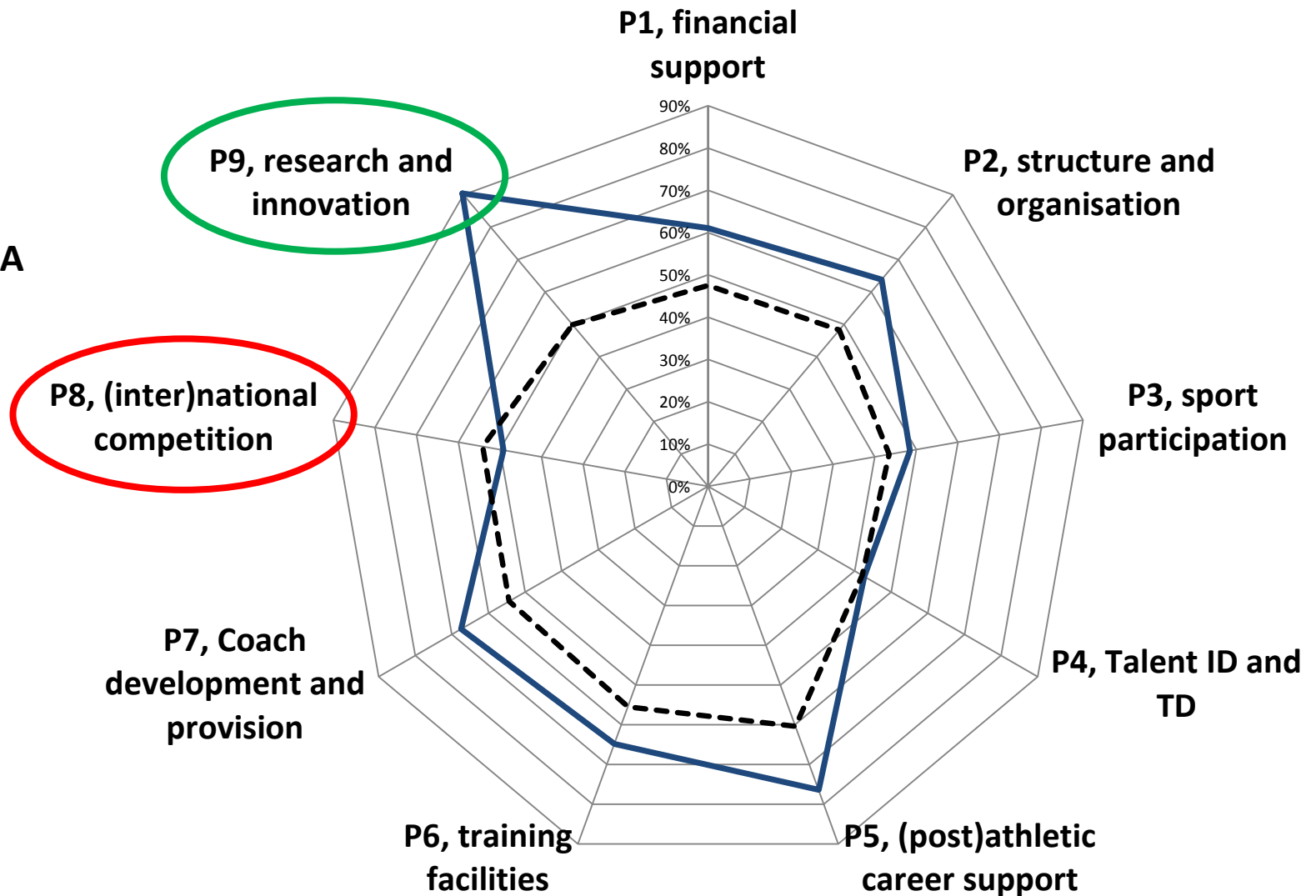
Universiteit Utrecht

COUNTRY DIFFERENCES: AUS

AVERAGE



AUSTRALIA



COUNTRY DIFFERENCES: AUS-JAP

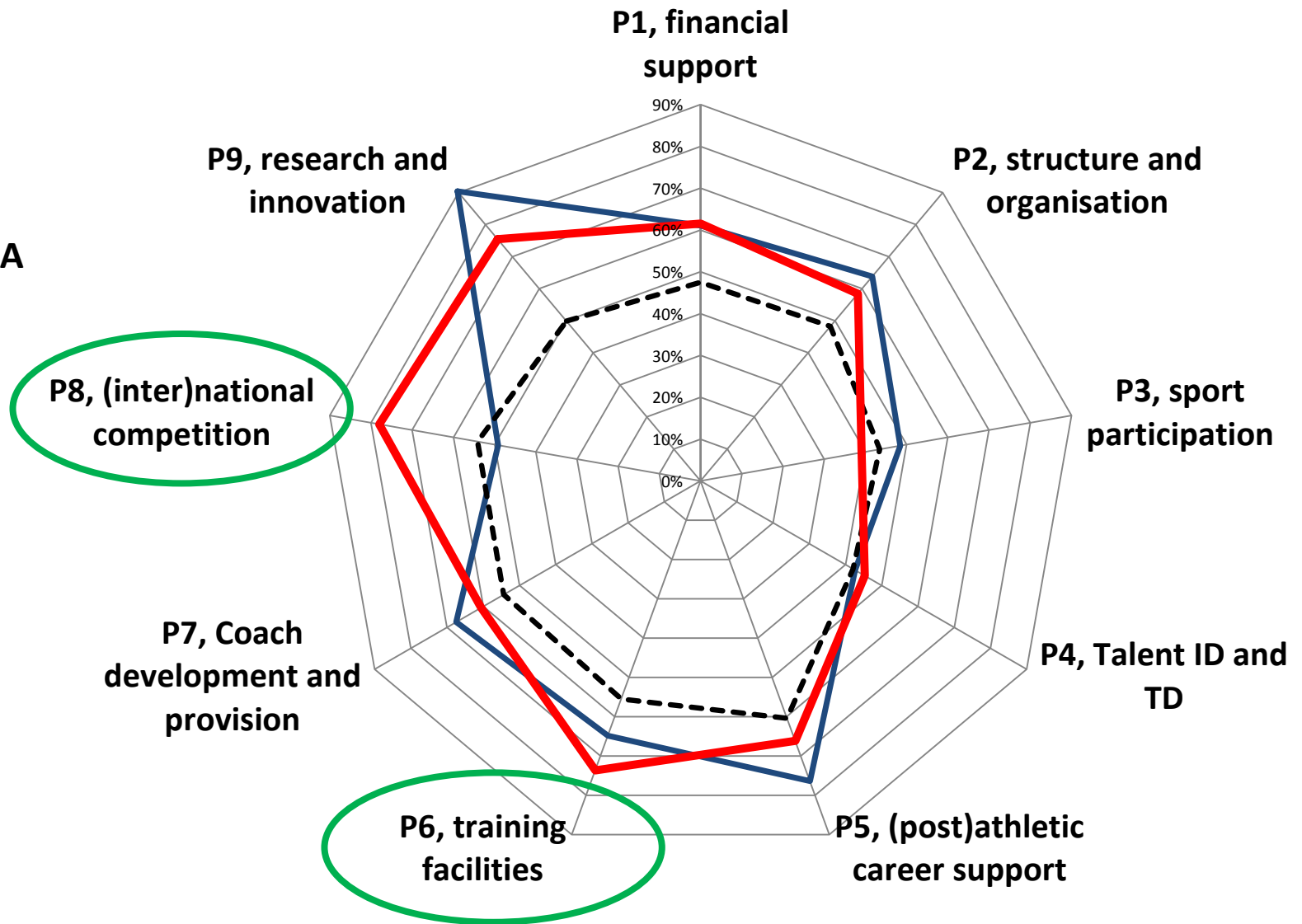
AVERAGE



AUSTRALIA



JAPAN



COUNTRY DIFFERENCES: AUS-JAP-CAN

AVERAGE



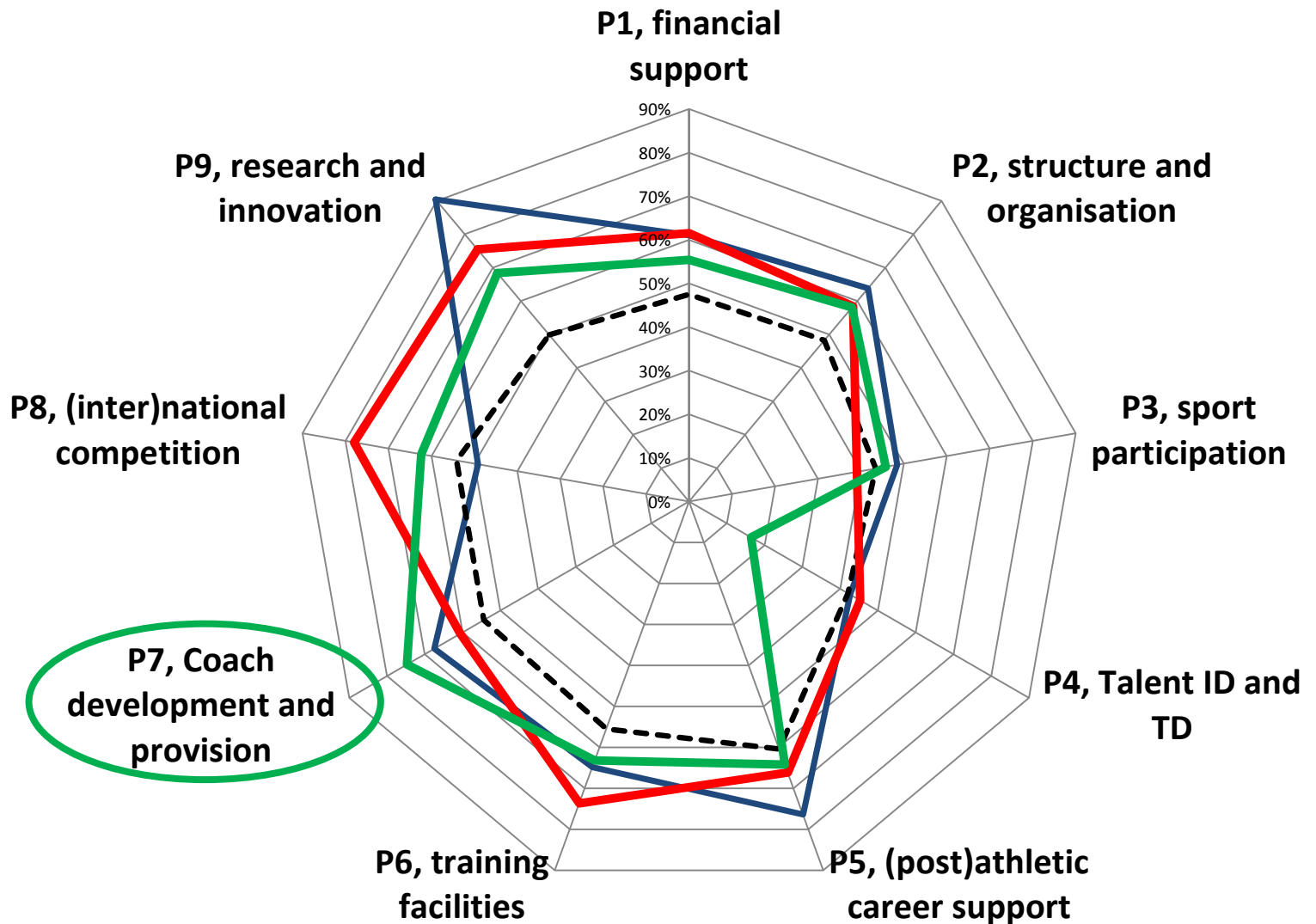
AUSTRALIA



JAPAN



CANADA



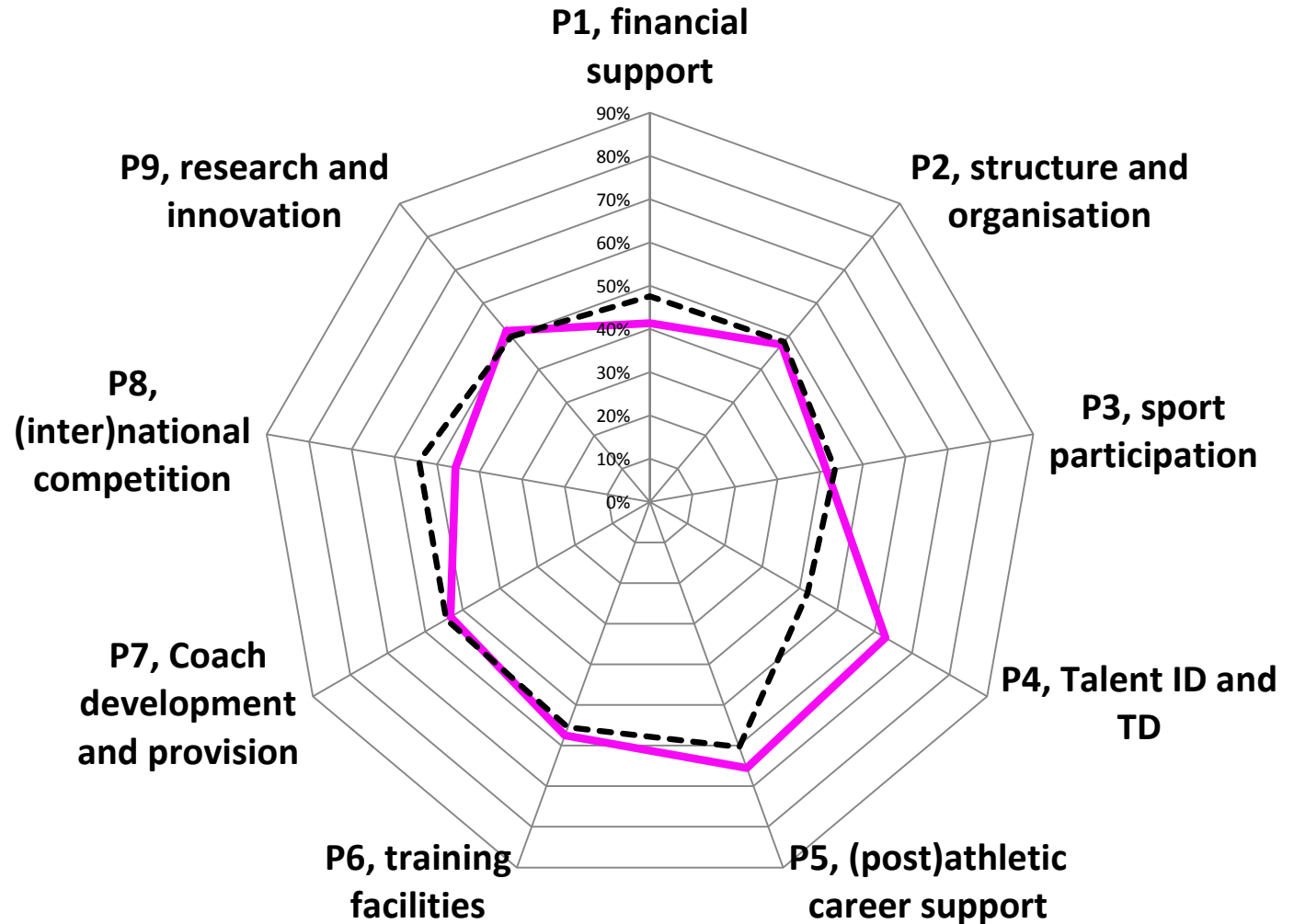
COUNTRY DIFFERENCES: FLA- WAL

AVERAGE



FLANDERS

—————



————— FLANDERS

----- AVERAGE

COUNTRY DIFFERENCES: FLA- WAL

AVERAGE



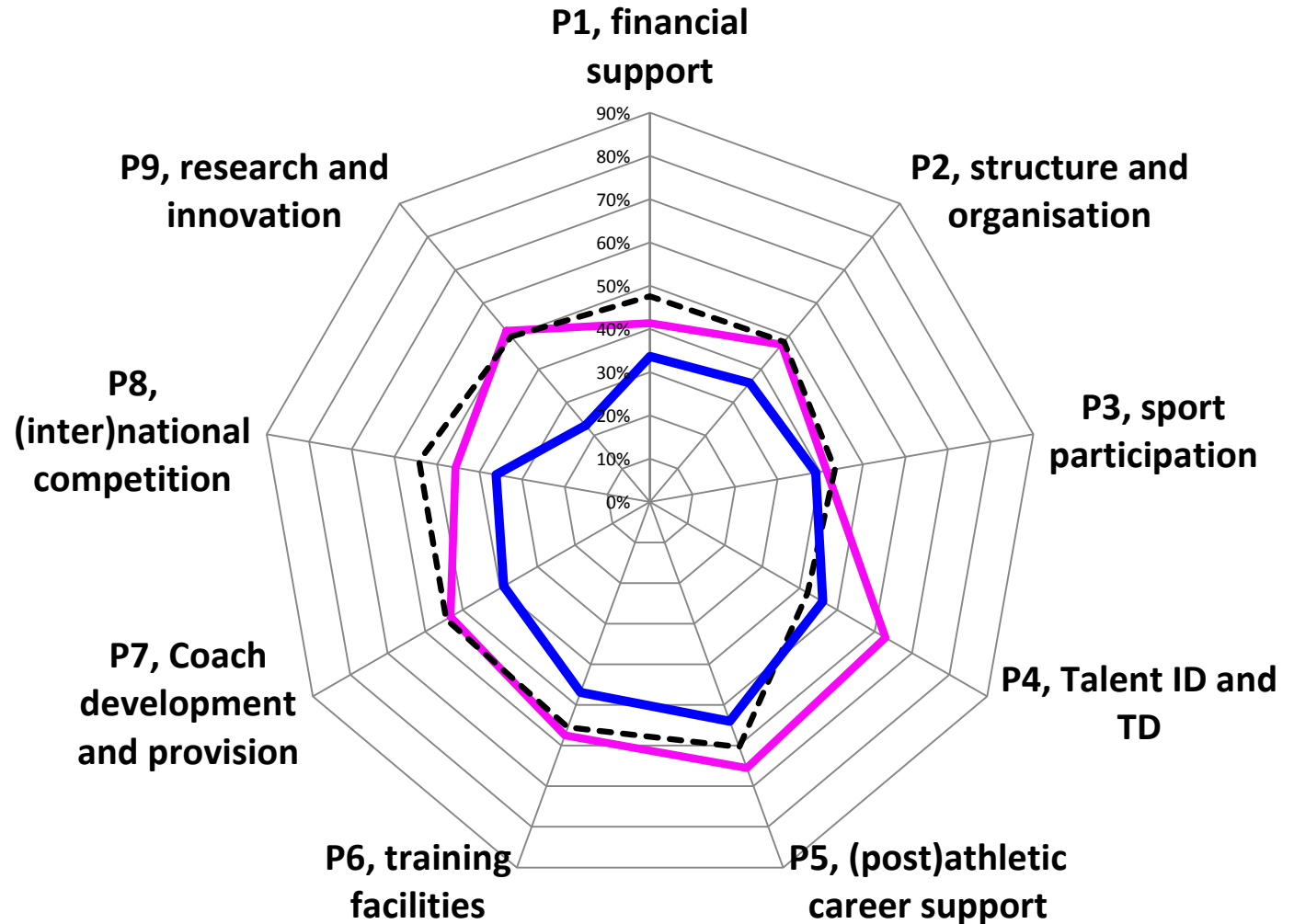
FLANDERS

—————



WALLONIA

—————



————— FLANDERS

----- AVERAGE

————— WAL



6 Conclusions



Conclusions

1) Is policy important to win medals?!

Yes, but not all pillars are equally important (on the short-term)

Yes, but other factors also influence success

Policy is not a precondition to guarantee success
... it can contribute

... having the ingredients is not sufficient

2) INPUT - OUTPUT

- More money in equals more medals out ... BUT
- A growth in funding does not lead automatically to a complementary increase of medals

Effective elite sport policies?

3) Pillars related to success

The best performing countries do well in:

- Financial support (Pillar 1)
- Governance, organisation and structure (Pillar 2)
- Sport science, research and innovation (Pillar 9)
- Training facilities (Pillar 6) (most nations)
- (Post) athletic career support (Pillar 5) (most nations)

To a smaller extent:

- Coaches' provision and development (Pillar 7)
- (Inter)national competition (Pillar 8)

Correlations

Spearman's rank correlations of total Pillar scores and Success

	r_s summer	sig	r_s Winter	sig	N
Pillar 1	0,929**	0,000	0,594*	0,046	16
Pillar 2	0,720**	0,004	0,685**	0,007	14
Pillar 3	0,049	0,873	0,267	0,377	13
Pillar 4	-0,094	0,737	-0,454	0,118	13
Pillar 5	0,489	0,076	0,385	0,174	14
Pillar 6	0,48	0,080	0,148	0,615	12
Pillar 7	0,350	0,24	0,627*	0,026	11
Pillar 8	0,577*	0,039	0,271	0,370	13
Pillar 9	0,71**	0,004	0,784**	0,001	14

Long-term medal strategy?

4) Pillars 3 (participation) – 4 (talent)

- *Nations aiming at short-term success, may prefer investing in other pillars*
- *Contributes to the development of success in the longer term*
- *For large countries an area to improve their competitive advantage ... but more complicated*

When large nations strategically invest in talent-identification and development, looking at long-term sustainable success ... it will make the prospects of small nations (still) poorer.

Room for diversity

5) Diminishing contrasts and increasing varieties

- Homogeneous elite sport systems ... with room for diversity
- Elite sport models are based on applying similar policy factors to different cultural, social and political contexts ... to design a best fitting model to the unique situation of a country, using different blends of CSFs
- Smaller countries can gain a competitive advantage in different (less expensive?) blends

(benchLEARNING $\neq$ benchMARKING)

Summer versus winter sports

- 6) The relation with success is generally higher in summer sports than in winter sports, except from “coaches” (Pillar 7)

“This may reflect that winter sports are more commercially led than nationally coordinated.

The Pillar model – in it’s current form- may therefore be less applicable to winter sports”

(→ Phd Weber et al., Swiss Federal Institute of Sport Magglingen SFISM icw Vrije Universiteit Brussel)

THANK YOU

Contact: spliss@vub.ac.be - vdebossc@vub.ac.be

Institutes SPLISS co-ordination



Vrije
Universiteit
Brussel



Universiteit Utrecht



VICTORIA UNIVERSITY

INSTITUTE OF SPORT, EXERCISE AND ACTIVE LIVING

Sponsors & partners



ERNST & YOUNG

infostradasports
group



WWW.SPLISS.net

vdebossc@vub.ac.be – spliss@vub.ac.be



WINNING THE GOLD WAR:
*An international comparison of elite sport
policies in 15 nations*

SPLISS