

UK National Governing Bodies of Sport leveraging of the London 2012 Olympic and Paralympic Games for organisational capacity building

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Executive Summary

“The London Olympic & Paralympic Games are a great opportunity to all - a ready-made marketing tool which sports can use to underpin their ongoing development priorities” (NGB CEO).

This report presents the first study on the engagement of the host country's National Governing Bodies of sport (NGB) with the London 2012 Olympic & Paralympic Games. The project was designed and implemented by Dr Vassil Girginov from Brunel University and was supported by Sport England and UK Sport, who provided valuable advice and logistics. In particular, the study examined how NGBs leveraged the Games for capacity building by strengthening a range of core capabilities in an interconnected and holistic manner.

The UK Government has made a commitment to use the London 2012 Games to make the UK a world-leading sporting nation (DCMS, 2007). This promise could not have been achieved without developing the organisational capacities of NGBs who form the backbone of the UK national sport system.

Strengthening the work of NGBs is of strategic importance as they are entrusted with managing significant public funds and with providing services to a vast network of an estimated 150,000 affiliated sport clubs, over 5 million members, 14.7 millions of participants and over 3 million adults in England who volunteer in sport. In the run up to the Games (2009-2013), Sport England invested £450 million through 46 NGBs to deliver its strategy *Growth, Sustain, Excel*. In addition to allocations to individual NGBs there are over £3million for improving their governance and £16million for coaching development. NGBs' role in helping to deliver a successful Olympic Games is multifaceted and crucial in the three phases of the event – before, during and after – in developing athletes, staffing competitions and drawing lessons from the Games respectively.

The study interprets organisational capacity as an emergent combination of attributes, assets, capabilities and relationships that enables a NGB and its members to perform, develop and self-renew, and to create developmental value. Capacity involves five core separate but interdependent capabilities including the **ability to act, to generate development results, to relate, to adapt and self-renew** and the **ability to achieve coherence**.

Data were collected through an online survey with 54 Sport England and UK Sport funded and other organisations of Olympic, Paralympic and non-Olympic sports in October-November 2011. The online survey was followed up with three in-depth case studies with NGBs - one established (British Gymnastics-BG), one emerging Olympic sport (Volleyball England-VE) and one sport on the Paralympic programme (British Table Tennis Association for Disabled - BTTAD).

Key findings

The link between the London Games and NGBs' involvement took time to be established, so the various benefits from the Olympics can really accrue. In 2007 the UK Government framed the London Games as a national project and appealed to all the people to get involved. This has inevitably encouraged both cooperation and competition amongst stakeholders and between NGBs in particular.

The main contribution of the Olympic & Paralympic Games to capacity building was in stimulating enhanced and coordinated government political and financial support. This provided a powerful marketing tool to support ongoing organisational efforts and enhanced opportunities for organisational and technical innovations.

Most NGBs perceived the Games as a unique opportunity for the overall development of their sport. However, these opportunities have varied significantly across Olympic and non-Olympic sports, as well as for able-bodied and people with disabilities. These variations could be attributed to NGBs' different histories, structures and organisational potential as well as to their strategic approach to the Games.

Only a handful of NGBs took a holistic approach to the leveraging of the Games and integrated it into their strategic Whole Sport Plans. The rest of the NGBs have been using mainly single programmes and initiatives to engage with the Olympic Games on a more tactical basis. The main processes employed in leveraging resources included organisational learning, strategic planning, networking with LOCOG, BOA, IFs and other agencies.

The main beneficiaries of Olympic NGBs from the London Games were their staff and the sport as a whole. The main gains for non-Olympic sports have been for their coaches and volunteers.

The case studies demonstrated that the strategic leveraging of the Games has resulted in significant organisational and overall sport image changes (BG and VE) and enhanced capacity for leveraging future opportunities in the post-Games period (BTTAD).

NGBs' general perceptions of the Games

The overwhelming majority of the NGBs agreed that the Games presented unique opportunities for the development of their sport but the inspirational effects of London 2012 differed along the lines of Olympic-non-Olympic and sports for able-bodied and disabled people. Most NGBs felt that the UK Government's positioning and promotion of the Games has provided a positive stimulus for the development of their sport.

Integrating NGBs' strategies with the Games

NGBs differed markedly in their approach to leveraging the benefits from the Games. Some 18 of 25 Olympic NGBs saw this as a central part of their overall sport strategy. No NGB of a non-Olympic sport considered this to be a strategic issue. Only three NGBs have taken a more holistic view by specifically incorporating the Olympic Games' potential into their Whole Sport Plans. The rest of the NGBs have been using more of a tactical approach by leveraging different programmes, initiatives and areas, thus narrowing the scope of the impact to a limited number of beneficiaries.

NGBs' use of the Games for communications

Twenty two NGBs have used the Games to increase positive media coverage, but this number dropped to 13 NGBs for disability sport. Only 19 Olympic NGBs managed to secure positive coverage for elite athletes, and 26 NGBs felt that they had been able to generally increase public awareness of their sport.

NGBs' use of the Games for resource generation

The majority of NGBs believed that the Games further stimulated resources in three main areas – grassroots development (64%), sport talent systems (51%) and international success (59%). The Games did not help NGBs increase their commercial sponsorship as only three were able to secure significant investments.

NGBs' use of the Games for improving governance

Only eight Olympic and one non-Olympic NGB agreed that the Games helped improve their governance structures and decision-making process. However, seven Olympic NGBs did feel that London 2012 has helped them improve their financial accountability and transparency, but an equal number of NGBs disagreed. Generally, non-Olympic NGBs disagreed that the Games provided any positive stimulus for enhanced governance.

NGBs' contribution to running the Games

Twenty of the 26 NGBs on the Olympic programme had between one and 600 of their members directly involved with the Games in various capacities. A further 14 NGBs had between 2 and 35 coaches supporting athletes in the run up and during the Games, as part of TeamGB; 11 NGBs saw between 2 and 200 members refereeing and officiating; 12 NGBs contributed between one and 50 volunteers, and 10 NGBs between 1 and 100 technical personnel. The use of non-Olympic NGBs' staff and members in the running of the Games was virtually none. NGBs' professional staff helped LOCOG run the Games but only a few were replaced or compensated for time commitment.

NGBs' involvement with Games-related programmes

NGBs engaged with eight major national and international Games-related initiatives, but significant variation existed with the greatest uptake in three key priority areas – volunteering (Sport Makers-24 NGBs), mass participation (Gold Challenge-17 NGBs), and coaching (Sportivate-19 NGBs). Non-Olympic NGBs were largely on the fringes of the organisational efforts in leveraging the Games to promote sport in general and were not actively involved. Only a small number of Olympic NGBs collaborated with the respective International Federations to organise staff development courses (8), master classes (4), innovation workshops (2), to pilot new projects (4) and to provide pre-Games training camps (7).

NGBs' use of the Games for knowledge creation

Sharing knowledge and expertise amongst NGBs has yet to become a common practice, with eight having participated in a Games-related research project concerned with improving organisational effectiveness two each in athlete performance, promoting participation and talent identification. Non-Olympic NGBs were not involved in any research project.

NGBs' long-term expectations from the Games

NGBs variously rated the overall impact of the Games in three key areas of inspiring participation in sport, increased funding and improved infrastructure. Fourteen Olympic and three non-Olympic NGBs agreed that the Games will be a major factor in encouraging more able-bodied and people with disabilities to regularly participate in sport, while injection of increased funding lead 16 Olympic NGBs and 12 non-Olympic NGBs to predict enhanced infrastructure. Not all Olympic NGBs believed in the 'magic power' of London 2012 with non-Olympic NGBs much less optimistic about the overall positive impact of the Olympic and Paralympic Games.

NGBs' Olympic leveraging practices for organisational capacity building

NGBs' organisational capacities that have been most positively affected were the capacity to relate to their environment through an enhanced positive coverage of the sport and the work of the NGB, creating aspirations for participation and excelling in sport, and the capacity to generate developmental results through Games-specific programmes. The case studies revealed that the three NGBs were able to significantly enhance their capacity to act through organisational skills and human resource development, and the capacity to adapt and self-renew through changing organisational structures and repositioning the overall image of their sport.

Recommendations

The study suggests that the time is right for considering a new development in the UK and governing bodies of sport's mega-events policies. It requires recognising specifically the potential of mega-events for organisational capacity building both as a means and development end, and more importantly the need for a strategic approach to more effectively leveraging the opportunities they present.

National Governing Bodies of Sport leveraging of the London 2012 Olympic and Paralympic Games for organisational capacity building

1. Background

This report examines the involvement of the UK national governing bodies of sport (NGBs) with the 2012 London Olympic and Paralympic Games. The UK Government had made a commitment to use the London 2012 Games to make the UK a world-leading sporting nation (DCMS, 2007, 2008). This promise could not be achieved without developing the organisational capacities of NGBs who form the backbone of the UK national competitive sport system. Despite increased government and professional interest in the potential of mega-events to contribute to the political, social and economic agenda, very little is known about the role of mega-events in enhancing NGBs' capacity and operational effectiveness.

The study complements the efforts of the Arts Council England (ACE), English Heritage (EH), Museums Libraries and Archives Council (MLA) and Sport England (SE) who work in partnership with Local Government Improvement and Development (LGID) on a range of programmes designed to improve the quality of provision and increase the contribution of culture and sport to better outcomes for communities. The project was designed and implemented by Dr Vassil Girginov from Brunel University and was supported by Sport England and UK Sport, who provided valuable advice and logistics.

1.1. Aims and objectives

The overall aim of this report was to enhance our knowledge about how the host NGBs leveraged the London 2012 Olympic and Paralympic Games to build their organisational capacities. More specifically the project looked at how NGBs utilized the Games for capacity development by strengthening a range of core capabilities in an interconnected and holistic manner.

NGBs' operations are not confined to growing participation and helping athletes excel. Increasingly they also have to forge various public and commercial partnerships, improve their performance planning, bid for major events and be active in international sports politics. To be able to successfully perform their role, NGBs need to constantly build their organisational capacity, and London 2012 presented a rare opportunity in this regard. This study considered a range of NGBs because the 2012 London Olympic and Paralympic Games provided a catalyst for organisational capacity building not only for those sports on the Games programme but to sport in general in the UK.

1.2. The Olympic and Paralympic Games and NGBs

The Olympic and Paralympic Games present NGBs with unique opportunities to capitalise on their symbolic and material power. Mega-events possess four essential characteristics which can be strategically utilized to enhance the capacity of NGBs. First, they have a *liminoid* character which is marked by a sense of celebration and camaraderie (Chalip, 2006). Second, they can generate a sense of community and foster social interactions across groups, ages and geographical locations. Third, they can mobilize a great deal of public and private investment and can address a range of longstanding issues in a relatively short period of time. Finally, because of the central role of NGBs in delivering the Games, they offer a rare opportunity for organisational learning and staff development. These four characteristics are central to the work of any NGB and have direct implications for their organisational capacity and operational effectiveness.

The UK Sport *Guide for Major Sports Events* (2005) specifically put forward a set of criteria for successfully staging events and encouraged NGBs to strategically use them to enhance their performance in a number of areas. Mega-sporting events, therefore, present not only a platform for showcasing athletes' achievements, but also a valuable strategic resource, which can be leveraged to enhance the NGBs' overall capabilities. The UK has hosted around 80 major international events in the four years before London 2012 and typically the country hosts over 100 international events each year.

Strengthening the work of NGBs is of strategic importance as they have been described as 'custodians of their sport' (UK Sport, 2003) and entrusted with managing significant public funds and with providing services to a vast network of sport clubs, members and millions of participants. The latest Active People Survey shows that there are

14.76 million regular adult sport participants (people participating once a week for at least 30 minutes moderate intensity) in England (Sport England, 2012). Those sports boost an active membership of over 5 million people and support a network of an estimated 150,000 affiliated clubs and over 3 million adults in England, or 7.3% of the adult population who volunteered in sport for at least one hour a week (Active People Survey 5, 2011). Tables 1 and 2 show the public funding of NGBs for mass and elite sport respectively. Between 2009 and 2013 Sport England will have invested £450 million through 46 NGBs to deliver its strategy *Grow, Sustain, Excel*. In addition to allocations to individual NGBs there are over £3million for improving their governance and £16million for coaching development. UK Sport is the government agency responsible for elite sport and through its World Class Programme funds only sports on the Olympic and Paralympic Games programme.

Table 1. Sport England funding for grassroots sport 2009-2013 (£)

Sport	Award	Sport	Award
Angling	1,561,906	Modern Pentathlon	886,496
Archery	857,989	Mountaineering	1,287,850
Athletics	20,447,169	Movement & Dance	741,552
Badminton	20,800,000	Netball	17,658,116
Baseball & Softball	2,700,000	Orienteering	2,275,000
Basketball	8,200,000	Rounders	2,200,000
Basketball (Wheelchair)	727,683	Rowing	9,100,000
Boccia	816,041	Rugby (Wheelchair)	480,000
Bowls	756,750	Rugby League	29,408,341
Boxing	756, 750	Rugby Union	31,219,004
Canoeing	8,470,577	Sailing	9,619,542
Cricket	38,003,357	Shooting	750,000
Cycling	24,288,000	Snowsport	985,000
Equestrian	4,269,002	Squash	13,096,192
Fencing	1,041,413	Swimming	20,875,000
Football	25,635,000	Table Tennis	9,301,404
Goalball	354,000	Taekwondo	750,000
Golf	12,851,500	Tennis	26,800,000
Gymnastics	11,388,481	Triathlon	4,700,000
Handball	645,300	Volleyball	5,600,000
Hockey	11,511,000	Waterskiing	951,373
Judo	10,242,001	Weightlifting	609,094
Lacrosse	2,210,993	Wrestling	331,824
		Sub total	402,102,950

Source: Sport England (2009)

In the context of the UK sport system, NGBs have a wider sports development role to grow and sustain participation in their sport and to deliver a community sport participation legacy that draws on the inspirational effect of the London Olympic and Paralympic Games. They have been considered by the Government as the main sport delivery agencies with funding from Sport England supported by a 'Whole Sport Plan' to deliver increased participation and to nurture and develop talent (Sport England, 2008). NGBs' central position in the delivery system has been currently reinforced by the Government's new youth sport strategy '*Creating a sporting habit for life*' (DCMS, 2012).

Table 2. UK Sport funding for elite Olympic and Paralympic sport 2009-2013 (£)

Sport	Award	Sport	Award
Archery	£4,408,000	Modern Pentathlon	£6,284,800
Athletics	£25,073,000	Rowing	£27,240,700
Badminton	£7,428,900	Sailing	£22,926,600
Basketball	£8,575,000	Shooting	£2,450,866
Boxing (Amateur)	£9,542,400	Swimming	£25,096,600
Canoeing	£16,161,700	Synchronised Swimming	£3,389,300
Cycling	£26,390,300	Table Tennis	£1,207,848
Diving	£6,523,700	Taekwondo	£4,829,600
Equestrian	£13,382,100	Triathlon	£5,285,200
Fencing	£2,519,335	Volleyball	£3,508,077
Gymnastics	£10,752,600	Water Polo	£2,902,039
Handball	£2,896,721	Weightlifting	£1,360,157
Hockey	£14,981,200	Wrestling	£1,435,210
Judo	£7,484,100	Total	£264,036,053

Paralympic Sport

Adaptive Rowing	£2,324,300	Judo (Visually Impaired)	£1,289,400
Boccia	£2,324,300	Para-Cycling	£3,776,500
Disability Archery	£2,147,700	Para-Equestrian Dressage	£3,600,500
Disability Athletics	£6,685,000	Powerlifting	£1,087,700
Disability Sailing	£1,742,900	Sitting Volleyball	£764,961
Disability Shooting	£2,072,900	Wheelchair Basketball	£4,469,930
Disability Swimming	£10,428,650	Wheelchair Fencing	£545,892
Disability Table Tennis	£1,686,400	Wheelchair Rugby	£2,350,600
Goalball	£502,453	Wheelchair Tennis	£799,600
Total			£48,599,686

Source: UK Sport (2011)

The link between the Olympic Games and NGBs is not as straightforward as it may seem. This is because of different sports' histories, structures and capacities to perform at the Games, as well as their international development and contribution to the Olympic programme. Over 300 NGBs are recognised by the five Sports Councils in the UK (i.e., England, Scotland, Wales, Northern Ireland, and UK Sport) with large variations in size, turnover, organisational structure, and the number of member clubs and individual members, and Olympic traditions. The UK 'sportspace' is dominated by three 'off the scale' NGBs, with the largest having a turnover of around £120million. The majority of NGBs are small-scale organisations, with a quarter having a turnover of under £50,000 and the remaining 75% of under £1million. Forty five percent of NGBs have fewer than 100 member clubs, only 11% over 1,000 and a further 11% between 500 and 1,000 members. NGBs with a turnover of £100,000 rarely have full time management staff. It is only when they have a turnover of over £500,000 when a core management team becomes present (UK Sport,

2003). NGBs' structural and functional variations mean that their engagement with the Games will also vary. Given this diversity, it is only to be expected that NGBs will be variously placed to harness the resources offered by the Olympic and Paralympic Games.

1.3. The role of NGBs in staging the Games

NGBs' role in helping to deliver a successful Olympic Games is multifaceted and crucial in the three phases of the event. *Before* the Games, NGBs are responsible for the development of the whole sport including preparing athletes, coaches and referees, volunteers and other technical personnel, and providing a range of services. *During* the Games, it is largely NGB's members who staff the events in various capacities and provide valuable expertise, without which there would be no competitions. *After* the event, NGBs analyse athletes' performances and summarize the learning that has taken place in the run up and during the Games, and draw strategies for the next Olympic cycle and beyond.

NGBs are also central to the governance of sport in general as they constitute the backbone of National Olympic Committees responsible for entering athletes in the Games. Moreover, NGBs' representatives sit on various governing bodies of International Sport Federations (IFs) who control the Olympic programme for their sport. To be able to successfully undertake their work, NGBs have to forge partnerships with various public and commercial agencies to enhance their capacity.

1.4. NGBs' organisational capacity

Organisational capacity has been variously defined and means different things to different people. Most definitions agree that capacity is about the ability to do something, but this aggregated meaning tells us little about what this ability might be. The present study builds on Zinke (2006) and defines capacity as an emergent combination of attributes, assets, capabilities and relationships that enables a NGB and its members to perform, develop and self-renew and to create developmental value. Zinke (2006, p.5) identified five core separate but interdependent capabilities, but none by themselves are sufficient to ensure overall capacity:

The capability to act – To act deliberately and to self-organise, systems such as organisations need to have volition, choose, exert influence and develop with some sort of

strategic intent. This capability comes from a complex blend of motivation, commitment, social and policy space, confidence, security, meaning, values and identity.

The capability to generate development results –is about service delivery, and includes a vast range of activities, which may result in two types of development results – improved capacity itself and programmatic outputs and outcomes.

The capability to relate – Organisations need to relate to their context. They frequently compete with other systems for power, space, support and resources, and need to gain legitimacy, support and protection to protect and position themselves.

The capability to adapt and self-renew – Organisations are constantly being pushed and pulled in different directions. NGBs, therefore, need the ability to master change and adopt or adopt new ideas.

The capability to achieve coherence – All organisations must deal with the tension between specialisation/differentiation and coherence.

Capacity development in this understanding is therefore not only about closing the gap between the actual performance and the desired performance of a NGB. It is also about the complex process that involves changes in relationship between various elements of a NGB as an open-system. It is an endogenous (formed from within) process which may concern both individuals and the organisation as a whole. NGBs, therefore, are not only concerned with developing their own capacities but, as the LGID Report (2011) suggested for all voluntary organisations, are to be seen as capacity developers as well. The term **leveraging** refers to NGBs' strategic approach to the Games management to maximise organisational gains in the five core capabilities before, during and after the event.

1.5. Methods

Two main methods for information gathering were employed. First, a representative online survey with 39 of 46 Sport England funded and 8 other organisations of Olympic, Paralympic and non-Olympic sports or 54 in total was carried out in October-November 2011 (see Appendices 1 & 2). In total, 25 sports on the London 2012 programme and 14 non-Olympic sports, including three winter Olympic and one disability sports, responded

(72%). The questionnaire was piloted with two NGBs who provided valuable feedback. The structure of the questionnaire followed the conceptualisation of organisational capacity and included eight core areas of NGBs' operations and specific involvement with the Games. The online survey was followed up with three in-depth case studies with one established (British Gymnastics BG), one emerging Olympic sports (Volleyball England VE; owing to its host advantage, London was the first time Great Britain was about to take part in the Olympic volleyball competition) and one sport on the Paralympic programme (British Table Tennis Association for Disabled BTTAD). Data collection methods included in-depth interviews with CEOs and other officials and document and websites analysis.

Table 3 shows how NGBs' five core organisational capabilities were translated into specific capacity areas and where the focus of data collection was placed. It should be noted that the nature of the on-line study did not allow for an extensive collection of data for NGBs' core capacities. This is why a selected number of in-depth case studies were conducted.

Table 3. Links between core organisational capabilities, capacity area and study focus

Core Organisational Capabilities	Capacity area	Focus
To act	Organisational skills development	Team work, information sharing, budgeting, forecasting
	Human resources development	NGB staff/volunteers' involvement with the Games
To adapt and self-renew	Organisational structure development	Commitment to organisational mission and philosophy, board practices, planning practices
	Knowledge creation	Use of research and technology to enhance organisational and athletes' performances
To achieve coherence	Governance	Grow NGB constituency, advocacy base, accountability, relations; specialisation vs diversification

To generate development results	Systems and infrastructure building	<p>Association with Games' specific programmes (e.g., GetSet, Inspire mark); Forging links with:</p> <p>International Federations, and NOCs (e.g., hosting staff development courses, workshops, piloting national/international initiatives, involvement in pre-Games training camps)</p> <p>Regional and local Olympic strategies (e.g., Yorkshire Gold)</p> <p>Commercial organisations (e.g., tapping into global and national Olympic sponsors' activation budgets)</p> <p>Other NGBs (e.g., knowledge sharing)</p>
To relate	Aspirations creation	Raising general awareness and creating positive discourses and dispositions for participation, excelling and winning Olympic medals

2. NGBs' general perceptions of the Games

The majority (73%) of NGBs agreed that the Games presented unique opportunities for the development of their sport. However, when probed for the specifics of the inspirational effects of London 2012, answers started to differ for Olympic-non-Olympic and sports for able-bodied and disabled people. Furthermore, 83% of Olympic and 64% of non-Olympic NGBs stated that they had been able to use the inspirational effect of the Games to increase participation in their sports. Those increases were achieved mainly through bringing new people into sport (9 and 4 NGBs respectively¹) and by getting existing participants to do more (7 NGBs). A much smaller percentage (51%) of NGBs agreed that they were able to use the Games' effect to increase participation among people with a disability. While 18 Olympic NGBs said they had been successful in attracting more disabled participants, nine non-Olympic NGBs stated that they were unable to capitalise on the opportunity.

This difference suggest that despite unprecedented resources non-Olympic sports had little capacity to promote participation for people with disability or see the inspirational

¹ Henceforth, Olympic and non-Olympic sports will be referred to as for example, 9 and 4 NGBs respectively.

effect of the Olympic Games not extending beyond 'Olympic sports'. The inspirational effect of the Games to increase the number of affiliated club members was perceived by only 18% of NGBs, all of them were Olympic sports. For many it would appear that the potential for increases in participation have not been achieved through the formal network of clubs, but more on an *ad hoc* and 'informal' basis.

The relationship between NGBs and the London Games has been evolving. Although NGBs had been supportive of the London Olympic bid, nothing could have prepared the sport community for the challenges and opportunities presented by the Games. For nearly two years after the Games were awarded in 2005, NGBs collectively experienced the '*now what?*' moment where everybody was talking about 'the once in a lifetime opportunity' but nothing substantial and strategic was done.

Three consecutive Government policy documents largely shaped how to best use the London Games for a nationally co-ordinated sport development strategy. The first document, '*Our Promise for 2012*', presented a vision about the role of the Games in society and contained five election-type substantive pledges, one of which was to make the UK a world leading sporting nation (DCMS, 2007). It was followed by a detailed strategy about how to implement those promises (DCMS, 2008), and since London was hosting both the Olympic and Paralympic Games, in 2009 a legacy plan for disabled people was also produced (DCMS, 2009).

Most NGBs (64%) felt that the UK Government's positioning and promotion of the Games has provided a positive stimulus for the development of their sport, but some 13% disagreed, and 15% were undecided. All NGBs who disagreed with the positive effects of the government's efforts and two of the undecided were non-Olympic sports. This is indicative of the divide between these two groups, which was established much earlier (DCMS, 2002, Sport England, 2004), but the Games reinforced it further.

3. Integrating NGBs' strategies with the Games

For nearly 10 years NGBs that received public funding have been required to develop Whole Sport Plans to help them better define their strategic priorities and channel organisational efforts. NGBs differ markedly in their approach to leveraging the benefits from the Games. Some 18 of 25 Olympic NGBs saw this as a central part of their overall

sport strategy. No NGB of non-Olympic sport considered this to be a strategic issue, but there were a couple of exceptions of developing a strategic approach towards a single issue such as increasing participation in London with the Environment Agency. Under further scrutiny, however, it transpired that only three NGBs took a more holistic view by specifically incorporating the Olympic Games' potential into their Whole Sport Plans (see case study two for an example of strategic involvement). The rest of the NGBs used more of a tactical approach by leveraging different programmes, initiatives and areas, thus narrowing the scope of the impact to a limited number of beneficiaries and organisational benefits. Where engagement with the Games was considered an integral part of the NGB's Whole Sport Plan (see case studies) significant organisational changes were observed. Table 4 shows the five areas in which NGBs have developed specific strategies to leverage the Games. It is clear that Olympic NGBs were more proactive and, to varying degrees, made concerted efforts to harness the opportunities presented by London 2012 with a particular focus on growing participation and achieving elite success.

Table 4. NGBs' area-specific strategies for leveraging the benefits of the Olympics (n/%)

Strategic Area	Olympic NGBs	Non-Olympic NGBs
Growing sport participation	17 (43%)	7 (18%)
Identifying sport talent	15 (38%)	0
Developing sport talent	17 (43%)	1 (2%)
Achieving elite success	20 (51%)	0
Improving facilities and equipment	11 (28%)	4 (10%)

There is a strong positive correlation between NGBs' belief in the inspirational effects of the Games and their area-specific strategies for harnessing those benefits. This is particularly evident both in increasing participation for able-bodied (31 NGBs -23 Olympic and 8 non-Olympic respectively) and people with disabilities (28 NGBs – 20 and 8 respectively), as well as in achieving elite success (24 NGBs – 20 and 4 respectively) and talent development (22 NGBs – 20 and 2 respectively). This finding is supported by NGBs' rating of the impact of the Games on different strategic areas (Figure 1). Eleven NGBs rated the impact of the Games on growing participation as low, 11 as medium and 16 as high; 11

NGBs rated the impact on elite success as low, 4 as medium and 17 as high; and 11 NGBs rated the impact on talent development as low, 10 as medium and 11 as high.

Figure 1. Impact of the Olympic & Paralympic Games on NGBs strategic areas (%)

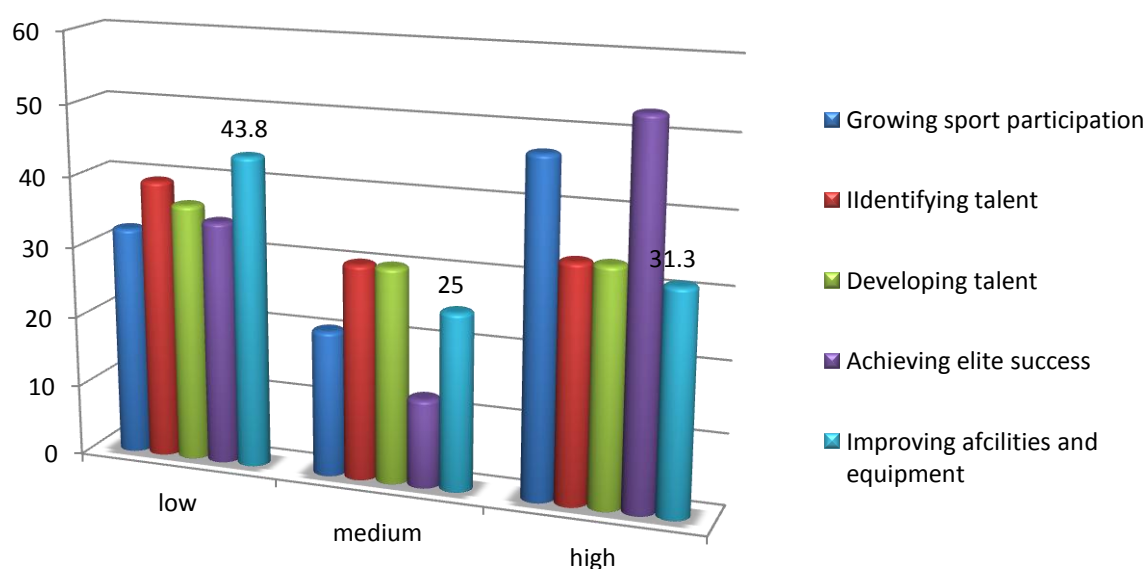


Table 5 shows NGBs rating of the impact of the Games on their business development. Over a quarter of NGBs rated the impact of the Olympic Games on their organisational learning and performance management as high, but somewhat lower than the felt impact on staff development (23%), as improvements in both areas directly concern the people in the organisation. The area where the lowest impact of the Games was rated was revenue generation, which is discussed in more detail in section 5.

Table 5. NGBs rating of the impact of the Olympics on their business development (n/%)

Business area	Impact		
	Low	Medium	High
Staff development	13 (33%)	13 (33%)	9 (23%)
Revenue generation	21 (54%)	6 (15%)	8 (21%)
Organisational learning	13 (33%)	11 (28%)	11 (28%)
Performance management	17 (44%)	6 (15%)	11 (28%)
Innovation	13 (33%)	11 (28%)	10 (26%)

4. NGBs' use of the Games for communications

In addition to growing participation and increasing success in elite sport, the Games also provided NGBs with a platform to actively communicate the general message of sport and of their organisations-specific objectives. All Sport England-funded NGBs have well-developed websites and relations with the media, which allows them to use a range of strategies to shape public opinion. Twenty two NGBs have used the Games to increase the positive media coverage (Figure 2). However, this number dropped by almost a half to 13 when disability sport is concerned (Figure 3). Furthermore, only 19 Olympic NGBs managed to secure positive coverage for elite athletes in the run up to the Games, and 26 NGBs felt that they have been able to generally increase public awareness of their sport, but four NGBs disagreed about any heightened public perceptions. This division of opinion reflects the unequal status and media appeal of different sports, including several on the Olympic programme, which hardly ever get televised on terrestrial channels or receive newspaper space. The National Audit Office criticised the BBC's 548 hours broadcast of the Beijing Olympic Games in the UK where 97% were devoted to the coverage of four sports (i.e., athletics, swimming, gymnastics and cycling) and only 3% to the remaining 22 sports (National Audit Office, 2010).

Figure 2. NGBs' use of the media to increase awareness of their sport

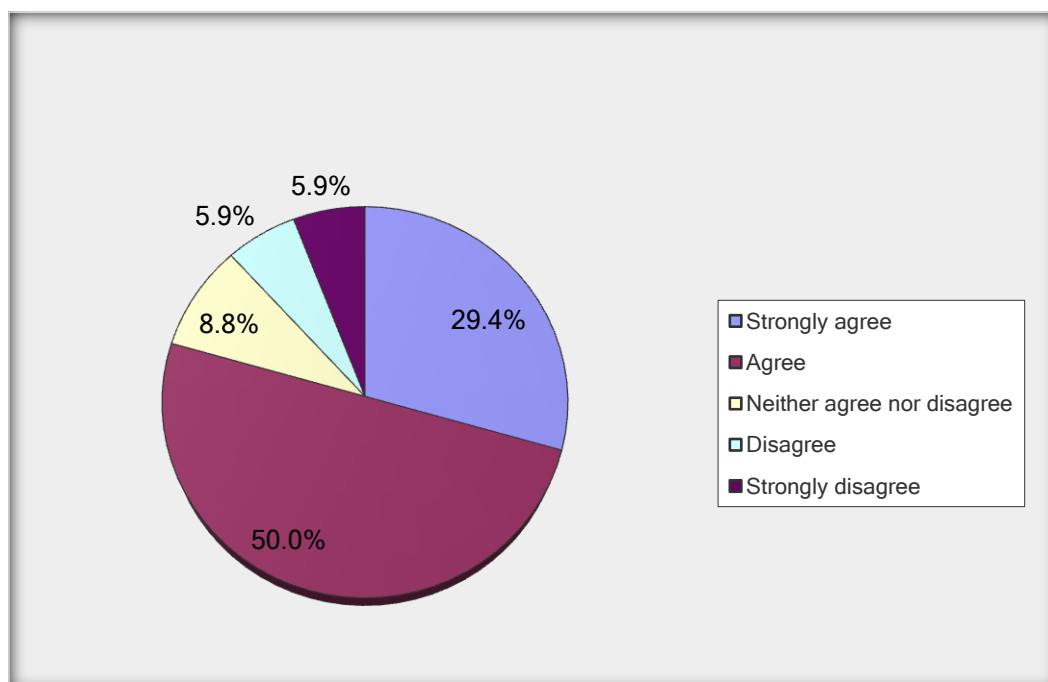
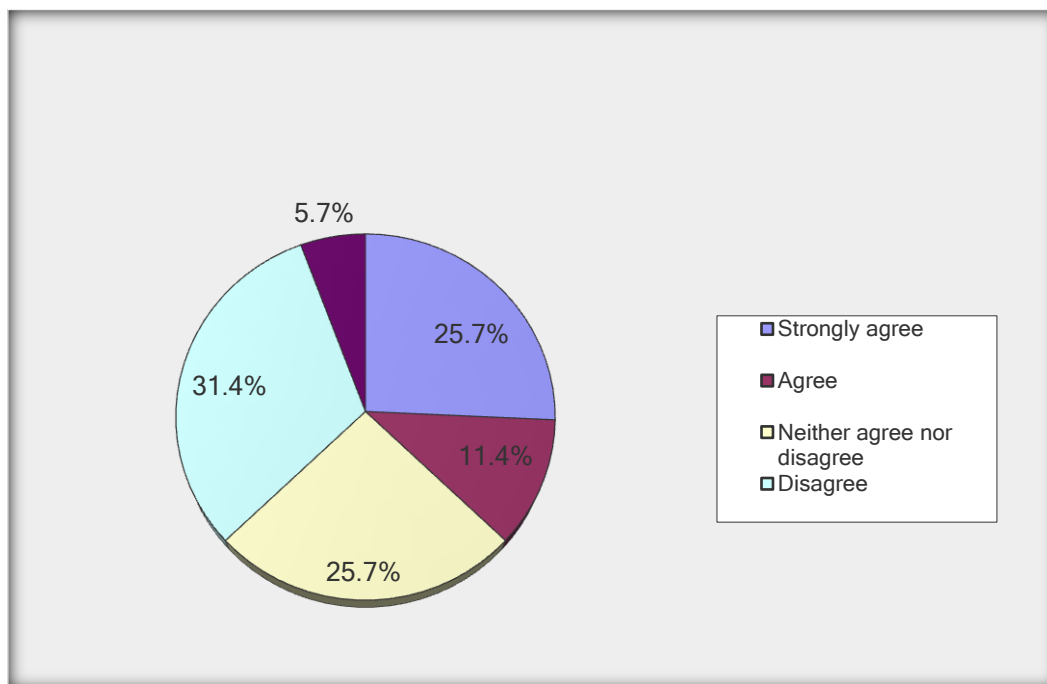


Figure 3. NGBs' use of the media to increase awareness of their sport for disabled people

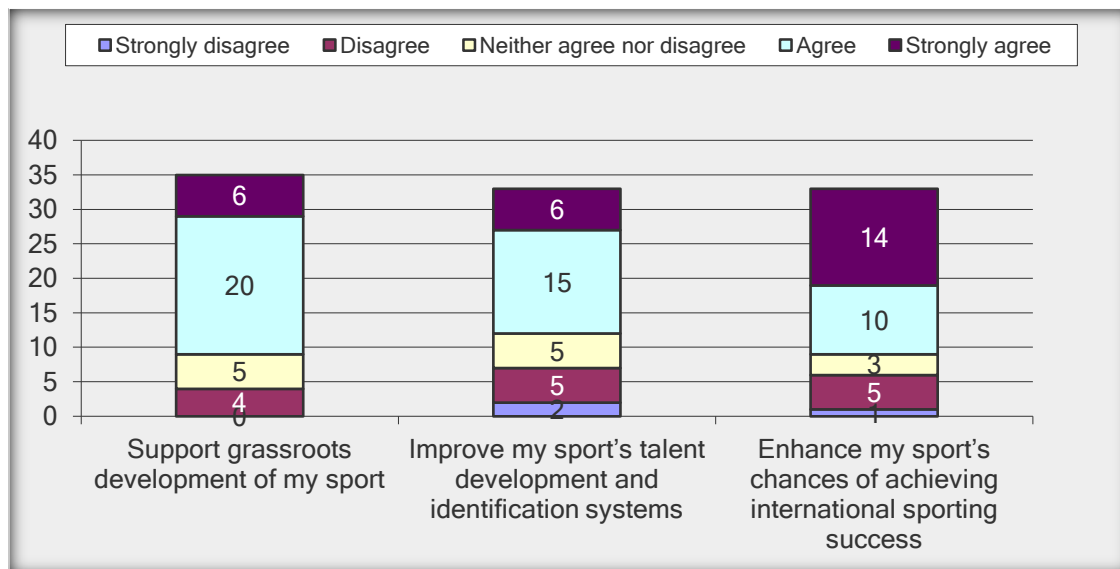


5. NGBs' use of the Games for resource generation

The Olympic Games provide home NGBs with stimulus for generating additional revenue outside regular government grants and commercial sponsorships. Some of the additional revenue streams include global Olympic and national sponsors' activating budgets (Figure 5), International Federations development programmes, public funding through national, regional and local authorities as well as targeted support from various charities (see case study three for an example of the use of the Games for strategic resource generation). A major beneficiary in this regard has been disability sport, as the UK Government provided 50% (£95million) of the cost of the Paralympic Games. The majority of NGBs believed that the Games further stimulated resources in three main areas – grassroots development (64%), sport talent systems (51%) and international success (59%). However, there were significant variations when the contribution of specific sources of revenue was considered. For example, only 13 NGBs (12 Olympic and 1 non-Olympic respectively) agreed that there was increased funding for equipment to support elite athletes, while 19 NGBs (12 and 7 respectively) agreed that there was funding to develop outreach participation products and services. A further 15 NGBs (12 and 3 respectively) agreed that there was an increase in the level of investment in facility improvement, but 12

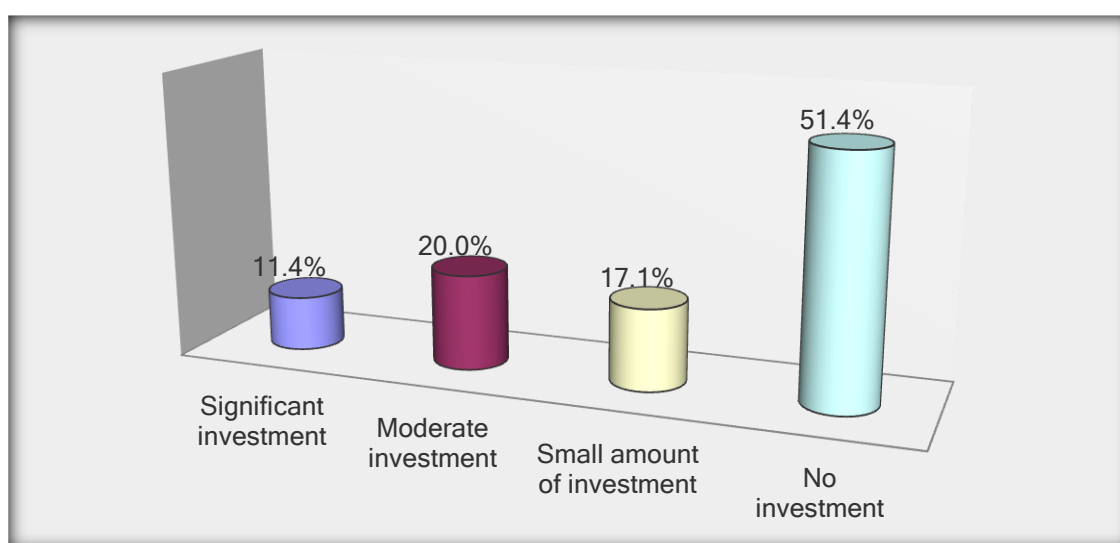
NGBs disagreed (4 and 8 respectively) (Figure 4). Thirteen Olympic NGBs also stated that they were successful in securing increased investment in systems and technology for sport development.

Figure 4. NGBs' use of the Games for additional resources generation to (N):



What emerges from the findings is that the funding opportunities for sports development presented by the Games were largely in favour of Olympic sports. Non-Olympic sports struggled to make a case for enhanced financial support despite the overall potential for a positive inspirational effect of the Games.

Figure 5. Role of the Games in increasing NGBs' commercial sponsorship



6. NGBs' use of the Games for improving governance

NGBs' governance has been at the top of the sport policy agenda since 2000. In particular, NGBs that receive public funding are expected to modernise their structures and operations (DCSM, 2002, UK Sport, 2003). The IOC has also recognized improved governance as a critical issue for the Olympic Movement (IOC, 2009). Effective structures, accountability and transparency of decisions and actions have been defined as the key pillars of good governance (Sport England, 2012).

The enhanced opportunities for organisational development presented by the Games also entail putting in place performance management systems designed to stimulate improvements in governance. Only eight Olympic and one non-Olympic NGB of the 39 surveyed agreed that the Games helped improve their governance structures and decision-making processes. This does not, of course, imply that they haven't made these improvements – it is just that they are not seen as being directly connected to the London Games. However, seven Olympic NGBs did feel that London 2012 helped them improve their financial accountability and transparency, but an equal number of NGBs disagreed. Generally, non-Olympic NGBs disagreed that the Games provided any positive stimulus for enhanced governance.

Evidence from the case studies suggested that leveraging the Games helped the three NGBs improve their governance in terms of structures, operations, effectiveness and accountability (see case study one for an example of the use of the Games for improved governance). It also accentuated the tendency of one NGB (BTTAD) to further specialise in improving elite sport pathways while the other two NGBs (BG and VE) have diversified their activities.

7. NGBs' contribution to running the Games

NGBs also made significant contributions to the running of the Games. Twenty of the 26 NGBs on the Olympic programme surveyed had between one and 600 of their members directly involved in various capacities. Thirteen Olympic NGBs had between 1 and 500 members contributing to the administration and management of the Games, while no staff

from non-Olympic NGBs were involved in this capacity. A further 14 NGBs had between 2 and 35 coaches supporting athletes in the run up and during the Games as part of Team GB; 11 NGBs saw between 2 and 200 members refereeing and officiating; 12 NGBs contributed between one and 50 volunteers, and 10 NGBs between 1-100 technical personnel. The use of non-Olympic NGBs' staff and members in the running of the Games was virtually none, with only one organisation involved with the Cultural Olympiad. While the highly specialised nature of Olympic competitions clearly requires the top expertise available, certainly there are areas of the Games operations such as volunteering and general administration where non-Olympic NGBs' staff could have been involved and have benefited from the experience.

NGBs are not only making a valuable contribution to the Games but are gaining various benefits as well. Thirteen of the NGBs felt that their involvement was worth doing for staff development and organisational learning. Twelve NGBs agreed that the Games helped them enhance their influence on the international administration of sport, but two NGBs disagreed, and seven were ambivalent. In the case of Volleyball England enhanced staff experience led to a structural change by creating a new event management department. Seventeen NGBs' involvement included dedicated staff time or secondment, but only five of them had their staff replaced and seven their staff time compensated for.

8. NGBs' involvement with Games-related programmes

Another important aspect of the NGBs' involvement with London 2012 concerns participating in and running a number of Games-related programmes. Table 6 summarizes NGBs' engagement in eight major national and international initiatives. As can be seen, involvement varied significantly across different programmes with the greatest uptake being in three key priority areas – volunteering (Sport Makers -24 NGBs), mass participation (Gold Challenge -17 NGBs) and coaching (Sportivate -19 NGBs). However, there were a number of Olympic sport organisations which were not part of any main Olympic initiative. Apart from training young people to gain a coaching qualification (Sportivate), non-Olympic NGBs have been largely on the fringes of the organisational efforts to use the Games to promote sport in general, and have not been actively involved.

Table 6. NGBs' involvement in Olympic-related programmes (n)

Programme Owner	Description	Olympic NGBs		Non-Olympic NGBs	
		Yes	No	Yes	No
GetSet LOCOG	Inspiring 3-19 year olds get involved with the Games	3	14	0	9
Sport Makers LOCOG	Training Games volunteers	17	3	7	3
Inspire Mark LOCOG	To non-commercial community projects inspired by the Games	13	7	1	8
Gold Challenge Sport England	Encouraging adults mass participation legacy of the Games	17	2	0	8
Cultural Olympiad LOCOG/DCMS	Encourages everyone to get involved with the Games through all forms of culture	4	12	1	7
Sportivate Sport England	Giving 14-25 years olds access to coaching courses	19	1	7	3
International Inspiration LOCOG/UK Sport	Inspiring young people around the world to choose sport	6	12	0	8
Pre-Games training camps LOCOG/Sport	England/various local agencies	13	6	1	8
Other	Various	2	7	0	6

The London Games also presented NGBs of the host country with unique opportunities to strengthen their links with the International Federation (IF) of their sport and other important stakeholders such as regional and local authorities and other NGBs. Such Games-inspired collaborations had multiple positive effects on NGBs' image, governance and organisational capacities. Only a small number of Olympic NGBs collaborated with IFs to organise staff development courses (8), master classes (4), innovation workshops (2), to pilot new projects (4) and to provide pre-Games training camps (7). One NGB benefited from an infrastructural project supported by their IF and one from relationships building. This variance in involvement with IFs can partly be explained by the different positions of the British NGBs internationally. More successful and well-established sports such as cycling, swimming and athletics were in a much better position to

leverage the advantages presented by the Games compared to less-established sports such as handball, wrestling and weightlifting. This is because they possess greater human and material capital, expertise and experience.

NGBs' collaboration with regional and local authorities in the UK has been more widespread, including Games-related interventions in the field of promotional campaigns to increase participation (12 Olympic and 4 non-Olympic NGBs respectively), talent identification (7 NGBs), club development (13 and 4 NGBs respectively), cultural activities (3 and 1 NGBs respectively), and tourism development (2 NGBs). Eight NGBs collaborated with other NGBs to share knowledge and expertise on how to leverage the impact of London 2012. The Games have encouraged NGBs to engage with other stakeholders to enhance their organisational capacities, but this involvement has been sporadic and limited in scope. This finding is consistent with NGBs' overall approach to the Games where only three of them included business-related Olympic activities in their strategic Whole Sport Plans.

9. NGBs' use of the Games for knowledge creation

It would appear that relatively little knowledge creation and formal organisational learning has occurred thus far. Sharing knowledge and expertise amongst NGBs has yet to become a common practice, with two each having participated in a Games-related research project concerned with improving organisational effectiveness, athlete performance, promoting participation and talent identification. No non-Olympic NGB was involved in any research project. Furthermore, despite the UK Government-led meta-evaluation of the Games impact (DCMS, 2011) only seven Olympic NGBs reported that they were involved in projects being considered by this evaluation, thus potentially limiting both our understanding of what has been going on across various sports and the opportunities for learning. This is also indicative of the challenges of producing robust evidence for policy making, and specifically in the field of NGBs' leveraging of mega sporting events for capacity building.

10. NGBs' long-term expectations from the Games

Looking to the future after London 2012, NGBs variously rated the overall impact of the Games in three key areas – inspiring participation in sport, increased funding and improved infrastructure. Fourteen Olympic and three non-Olympic NGBs agreed that the Games will be a major factor in encouraging more able-bodied and people with disabilities to regularly participate in sport; while injection of increased funding led 16 NGBs (14 and 2 respectively), and 12 NGBs (9 and 3 respectively) to predict enhanced infrastructure for their sports.

However, as with other aspects of involvement, not all Olympic NGBs believed in the 'magic power' of London 2012, with non-Olympic NGBs being much less optimistic about the overall positive impact of the Olympic and Paralympic Games. Table 7 shows NGBs' main beneficiaries from the Games depending on their capabilities and Games' leveraging strategies. Fourteen NGBs (9 and 5 respectively) agreed that their staff and the sport as a whole benefited the most from the London Games. Clubs and referees were the least beneficial. This picture is almost reversed with non-Olympic sports where the main gains have been for their coaches and volunteers. This also suggests that the benefits from hosting the Olympics do not accrue automatically to all sports but have to be planned and secured.

Table 7. NGBs main beneficiaries from the 2012 London Olympics (n)

Beneficiary	Very much		Benefited		Neutral		Not much		Not at all	
	Olym NGB	Non Oly NGB	Olym NGB	Non Oly NGB	Olym NGB	Non Oly NGB	Olym NGB	Non Olym NGB	Olym NGB	Non Olym NGB
Whole sport	9	1	7	4	3	2	0	0	0	2
NGB staff	9	0	5	3	4	2	1	1	0	3
Coaches	6	0	10	1	2	5	1	1	0	3
Referees	4	0	7	0	7	3	1	1	0	4
Volunteers	5	0	9	3	3	4	3	0	0	3
County SP	0	0	8	2	9	3	2	1	0	3
Clubs	3	0	5	2	10	5	1	1	0	2
Members	1	0	7	1	10	5	0	1	0	2

11. Conclusions

The words of an NGB's CEO eloquently summarize the overall impact of the Olympic Games: "A great opportunity to all - a ready-made marketing tool through which sports can use to underpin their ongoing development priorities".

The 2012 London Olympic and Paralympic Games presented UK NGBs with a number of opportunities and challenges. The study with 39 Sport England and UK Sport-funded and other NGBs allows a number of general conclusions to be made about the link between the Games and NGBs' strategies and operation, as well as NGBs' Olympic leveraging practices.

First, the link between the London Games and NGBs' involvement took time to be established before the various benefits from the Olympics could really accrue. In 2007 the UK Government framed the London Games as a national project and appealed to all people to get involved. This inevitably encouraged both cooperation and competition amongst stakeholders and between NGBs in particular.

Second, most NGBs perceived the Games as a unique opportunity for the overall development of their sport. However, these opportunities have varied significantly across Olympic and non-Olympic sports as well as for able-bodied and people with disabilities. These variations could be attributed to NGBs' different histories, structures and organisational potential as well as to their strategic approach to the Games.

Third, only a handful of NGBs have taken a holistic approach to the Games and integrated it into their strategic Whole Sport Plans. The rest of the NGBs have been using mainly single programmes and initiatives to engage with the Olympic Games on a more tactical basis. Although involvement in any programme is better than non-involvement, a fragmented approach limits the possibilities for organisational capacity building.

Fourth, the main beneficiaries of Olympic NGBs from the London Games were their staff and the sport as a whole. The main gains for non-Olympic sports have been for their coaches and volunteers.

Fifth, the London Games have already had and will have a positive impact on NGBs' performance in three key areas of increasing participation, funding and infrastructure of sport.

Sixth, the Games have to various degrees allowed NGBs to leverage their opportunities in all nine key areas of competence, as defined by UK Sport (2003), including

- (i) preparing and implementing a vision and strategic plan for the sport;
- (ii) promoting the sport;
- (iii) managing the rules and regulations of the sport, including anti-doping;
- (iv) administering officials of the sport;
- (v) establishing and maintaining links with the international governing body/federation;
- (vi) encouraging participation;
- (vii) developing talent;
- (viii) developing elite athletes; and
- (ix) organising and hosting competitions.

However, there is little evidence for organisational learning designed to capture, share and disseminate knowledge, and a danger that the opportunity for learning important lessons from NGBs' leveraging of the Games may be lost.

Seven, the main contribution of the Olympic & Paralympic Games to capacity building was in stimulating enhanced and coordinated government political and financial support. This provided a powerful marketing tool to support ongoing organisational efforts and enhanced opportunities for organisational and technical innovations.

Eight, the case studies demonstrated that strategic leveraging of the Games has resulted in significant organisational and overall sport image changes (BG and VE) and enhanced capacity for leveraging future opportunities in the post-Games period (BTTAD)..

Nine, NGBs' Olympic leveraging practices for organisational capacity building varied across the sample but allow for some generalisations. NGBs' organisational capacities that have been most positively affected have been the capacity to (Table 8):

- i) relate through an enhanced positive coverage of the sport and the work of the NGB and to create aspirations for participation and excelling;
- ii) generate developmental results through Games-specific programmes;

The case studies revealed that one established, one emerging and one Paralympic sport have been able to significantly enhance their capacity to act through organisational skills and human resource development, and the capacity to adapt and self-renew through changing organisational structures and repositioning the image of their sport as a whole. Enhancement in both capacities will contribute positively to improvements in the NGBs' organisational performance. Overall, NGBs have been successful in harnessing the Games for developing new coaches and volunteers which will enhance their service capabilities.

Table 9 summarises NGBs' best practice in deploying various leveraging processes for organisational capacity building. All core capacity building activities have been positively facilitated by a new politically and economically stimulating environment created by the UK Government as well as by LOCOG's promotional work. Although most of the key projects through which NGBs leveraging has been taking place will cease after the Games, valuable knowledge and expertise have been generated that could be replicated by NGBs with other mega-events.

Finally, the overall resource mobilization power of the London Olympic & Paralympic Games and the targeted sport-funding associated with them have provided an exogenous (formed from the outside) stimulus for enhancing NGBs' overall capabilities. For some NGBs this stimulating environment was matched by an endogenous (formed from within) process of organisational capacity building, which will allow them to sustain gains that have already been made.

Table 8. Examples of NGBs' organisational capacities most affected by the London Games

Core Organisational Capabilities	Capacity area	Effects
To act	Organisational skills development	Establishing organisational commitment for NGB New strategic orientation
	Human resources development	Developing deliberate programmes for staff development (administrators, coaches and volunteers)
To adapt and self-renew	Organisational structure development	Repositioning of NGBs from an organisation to a sport; running national promotional campaigns; Growing participation and improving talent identification and elite success pathways
	Knowledge creation	Small scale evaluation projects and limited use of research and technology to enhance athletes' performance
To achieve coherence	Governance	Improved governance structures, communications with stakeholders and accountability; Elite pathway specialization for BTTAD; diversification for BG and VE
To generate development results	Systems and infrastructure building	Gaining staff and volunteers experience Enhanced management systems & club network Enhanced opportunities for participation and better sport experiences Forging partnerships with national agencies Establishing new athletes' classification systems and international training centres.
To relate	Aspirations creation	Better awareness of sport, enhancing personal identification and the sense of community, promoting a spirit of celebration.

Table 9. Leveraging issues, processes and practices in NGBs' organisational capacity building

Leveraging issue	NGB leveraging processes and practices
Type of leveraging taking place in the Games portfolio	With a few notable exceptions, most NGBs' leveraging of the Games has been tactical and linked to specific targeted programmes.
Projects within which leveraging takes place	National/local marketing campaigns LOCOG and Sport England run projects (e.g., Sport Makers, Sportivate)
Beneficiaries from leveraging	Mainly individual staff (e.g., coaches, volunteers). Individual gains are yet to be transformed into organisational. Little evidence for organisational knowledge sharing Olympic NGBs (very limited for Non-Olympic NGB)
Obstacles to leveraging	Lack of appreciation of the social and economic mobilizing power of the Games; Lack of strategic planning and leveraging skills; Being a non-Olympic NGB
Relation between leveraging and NGB's goals and objectives	In the field of improving governance, growing participation and improving talent development and elite success; Olympic NGBs' leveraging is better linked with their organisational goals
Contribution of the Olympic Games to capacity building	Provided a powerful marketing tool to support ongoing organisational efforts; Stimulated enhanced and coordinated government political and financial support Provided enhanced opportunities for organisational and technical innovations
Processes employed in leveraging resources	Organisational learning, strategic planning, networking with LOCOG, BOA, IFs and other agencies,
Future leveraging plans	No clear evidence for future leveraging plans; Key leveraging projects will cease to exist after the Games

12. Recommendations

The current study suggests that the time is right for considering a new development in the UK and governing bodies of sport's mega-events policies. It requires recognising specifically the potential of mega-events for organisational capacity building and more importantly the need for a strategic approach to leveraging the opportunities they present.

The external influence from UK Sport and Sport England on NGBs' capacity building needs to be supported by equal measures for internal capacity building.

Best practice sharing among NGBs needs to be encouraged and supported by the sport sector as attention has now shifted to the 2014 Winter and 2016 Summer Olympic Games.

Case study one

British Table Tennis Association for People with Disabilities

Background

The British Table Tennis Association for People with Disabilities (BTTAD) is the UK governing body of disability table tennis. Its mission is to encourage the development of disability table tennis in the United Kingdom in co-operation with the National Governing Bodies for table tennis of England, Scotland, Wales and Northern Ireland, Disability Sports Organisations and any other relevant agencies. The presence of British table tennis players with disability at the Paralympic Games has been rather modest. At the 2004 Athens Paralympics BTTAD's athletes won two bronze medals, but failed to get a single medal at Beijing 2008 Games.

BTTAD is a very modest operation: it is run by volunteers and only has four paid staff - one performance manager and three coaches - who are on the payroll of the English Table Tennis Association (ETTA), some 130 members and no affiliated clubs as such. BTTAD is funded mainly by UK Sport and membership fees. Active People Survey (5-2011) reported 282,200 adults practicing at least once a month but this figure also included able-bodied players. Because of its small organisational size and limited capacity, BTTAD does not deliver services to members at local level.

The International Sport Governing Body of Tennis (ITTF Para Table Tennis) has more than 100 affiliated National Federations and Associations. Paralympic competition is very strong and includes athletes with 11 different categories of disability. Thirteen UK players qualified for the Paralympic Games.

The award of the 2012 Olympic and Paralympic Games to London has significantly impacted on the strategic environment of para table tennis. BTTAD was awarded £1,7 million for the period 2009-2013 for development of elite sport against a target of 2-4 medals from London, which allowed moving the whole squad of 16 athletes on the World Class Programme to the English Institute of Sport in Sheffield. The development of table tennis for people with disability is also supported by ETTA which receives £9,3 million from Sport England for the same period.

BTTAD and the 2012 Paralympic Games

The London Paralympic Games provided BTTAD with a strategic opportunity to embark on a programme of organisational change designed to improve its governance and athletes' performance. The main drive for improvement came from the UK Sport and Sport England, but it was matched by ambitions and actions on the part of BTTAD. In order to be able to meet the challenges presented by London Paralympics, the BTTAD Chairman took an early retirement so he could devote more time and effort to the organisation. As a result the work of BTTAD has been gradually changing from a 'kitchen table' type of operations to a more professional-like organisation supported by various committees and full time staff.

While BTTAD developed a detailed World Class Performance Plan (2009-2013) no overall strategy was established ensuring a holistic engagement with the Paralympic Games. This led BTTAD to put the main focus on performance level by improving the pathways to elite sport and the coaching and scientific support for athletes. BTTAD's efforts were accompanied by relevant structural changes. A simplified and more effective structure was introduced, ensuring better decision making and delivery processes for elite athletes.

The drive for excellence has resulted in marked improvements in running BTTAD's first premium international event – the British Open. The 2012 Championship was attended by some 324 athletes from all over the world, attracted TV coverage by Channel 4 and Yorkshire TV, and enhanced BTTAD's credibility internationally. Organisational learning and improved infrastructure were two other important outcomes. This allowed BTTAD through its performance manager to develop a new qualification system for athletes with learning difficulties who were accepted for competition in the London Paralympic Games.

BTTAD's involvement with the running of the Paralympic Games was minimal. Although links with the ITTF have been strengthened no coordinated attempt was made for closer relations with LOCOG and for staff involvement with the Games. Volunteering was also perceived as an individual endeavour and there is no information about the number of BTTAD's members who volunteered for the Games.

BTTAD had no involvement with any of the LOCOG and Sport England-run Games-related programmes. The Games did not provide a particular stimulus for securing commercial sponsorship. Organisational learning was limited to further developing elite pathways.

There have been some tangible gains for the BTTAD from the Games in the form of forging better partnerships with the home countries' governing bodies. Particular progress in developing both grass roots and elite table tennis was made with the Scottish counterpart. BTTAD also benefited from five tennis tables from the Paralympic competition which were purchased at half price and free flooring which will be used in the national sport centre in Sheffield.

The London Paralympic Games were used by BTTAD to improve its governance, daily operations and its talent and elite athletes' development pathways. In the words of the BTTAD's Chairman "the Games has allowed us to do things which otherwise would not have been possible". The challenge for BTTAD now is to translate the improvements made at elite level to the grassroots by further developing the infrastructure and delivery system of table tennis for people with disability. Much of the capacity building that has taken place within BTTAD was exogenous (from the outside) and not from within the organisation, but as exhibits 1 & 2 demonstrate, there has been some internally driven capacity building as well, which will be more pronounced in the post-Games period. The success at the Paralympics and general progress has put BTTAD in a far stronger position to create leverage including bidding for money from UK Sport to develop a GB performance development squad with a full time coach and attracting sponsorship.

Exhibit 1 shows the main leveraging issues and examples of BTTAD leveraging processes and practices. Exhibit 2 details the link between the five core organisational capabilities, the main corresponding structural and/or functional area and the effects of Games' leveraging on BTTAD.

Exhibit 1. Leveraging issues and examples of BTTAD leveraging processes and practices

Leveraging issue	BTTAD leveraging processes and practices
Type of leveraging taking place in the Games portfolio	Strategic: through the World Class Performance programme, with focus on governance structure and elite performance pathway; Tactical: better links with ITTF and home countries NGBs for personal and organisational learning;
Projects within which leveraging takes place	<i>Qualification 11</i> – a new qualification system for athletes with learning difficulties developed by BTTAD performance manager which enhance the professional reputation of the organisation; <i>Home advantage</i> – obtaining equipment after the Games
Beneficiaries from leveraging	Paid staff (e.g., coaches, administrators); Individual gains are yet to be transformed into organisational through a more effective strategic and operational management; Athletes – through training and participation; one athlete made the transition to a national coach. Sport general image – a successful organisation willing to improve further.
Obstacles to leveraging	Lack of organisational capacity to undertake specific activities; Structural – BTTAD has no delivery mechanisms – it has to rely on national organisations.
Relation between leveraging and NGB's goals and objectives	BTTAD leveraging of the Games has been utilized to support improved governance and for elite sports development; BTTAD leveraging of the Games was positively related to its core ambition to promote sport but was limited to the elite end only; No explicit links were made between leveraging and BTTAD resource generation and organisational knowledge sharing.
Contribution of the Olympic Games to capacity building	Provided a powerful marketing tool to support ongoing organisational efforts; Reinforced BTTAD's capacity to deliver elite success; Helped better connect BTTAD with other home countries NGBs; Provided enhanced opportunities for organisational and technical learning and post-Games leveraging;
Processes employed in leveraging resources	Strategic planning (limited to the WC Programme); Personal and organisational learning; Networking; Innovation – doing new things and old things differently.
Future leveraging plans	Plans for a GB performance development squad with a full time coach Plans for capitalising on the Games for grass roots development yet to be developed

Exhibit 2. Effects on BTTAD's core organisational capabilities

Core Organisational Capabilities	NGB structural/functional area	Effects
To act	Organisational skills development	Enhanced organisational skills in thinking and acting professionally, in forging partnerships with national and international agencies;
	Human resources development	Enhanced workforce expertise and reputation nationally and internationally;
To adapt and self-renew	Organisational structure development	Changing organisational structure from 'kitchen table' to professional committees; Improved systems for talent, athletes and coach development;
	Knowledge creation	Creating a new classification system for athletes with learning difficulties; Improved knowledge on talent identification and athletes' development.
To achieve coherence	Governance	Improved governance structures and practices; Improved communications with stakeholders and accountability; Specialization in elite athletes development
To generate development results	Systems and infrastructure building	Enhancing the competition structure of table tennis; Enhancing the system of scientific support (i.e., medical, technical, lifestyle support); Establishing links with national partners.
To relate	Aspirations creation	Creating personal and organisational aspirations for better performance; Creating an inspiration to develop sport at grass roots level.

Case study two

British Gymnastics

Background

British Gymnastics is the name for the UK governing body of gymnastics. Its mission is to establish the UK as a leading gymnastic nation. The presence of British gymnasts at the Olympic Games until Beijing has been rather modest. In 2008 Louis Smith ended Britain's 100-year wait for an individual Olympic medal since Walter Tysall in 1908 with bronze. The men's team won a bronze in the Stockholm Games in 1912, and the women's team a bronze in 1928 in the Amsterdam Games, but Britain became eligible to send two full teams of six men and six women artistic gymnasts to Los Angeles in 1984 owing only to the Soviet and Eastern bloc boycott.

When London was awarded the Games in 2005 British Gymnastics (BG) was still a 'development' sport that was about to achieve its major breakthrough in the world elite. BG was funded mainly by Sport England grants amounting to £725,000 a year for the period 2005–09 on the basis of a 'Whole Sport Plan'. There were some 70 full and part-time staff, about 990 clubs and 5,000 coaches and 103,000 members. The Active People Survey (1-2006) reported 34,205 adults practicing at least once a month.

The International Sport Governing Body of Gymnastics (FIG) has 130 affiliated National Federations. Competition for Olympic quotas is very tough, as FIG has 1,401 registered world class men, 1,284 women artistic gymnasts and 1542 rhythmic gymnasts, but only 12 teams per gender participate in artistic competition or 98 individual gymnasts in total. Twenty four individual and 12 groups or 98 in total qualify for the rhythmic gymnastics competition respectively. Both British men and women artistic gymnastics team have qualified for the London Games, but the rhythmic gymnastics could not secure a place.

The award of the 2012 Olympic and Paralympic Games to London and the success in Beijing 2008 have significantly changed the strategic environment of gymnastics. BG was awarded £22m for the period 2008-2012 both for development and elite sport, which represents a sevenfold increase in funding. At present BG has 130 full time paid staff, 1,500 affiliated clubs, over 200,000 members and 79,000 adults practicing at least once a month.

British Gymnastics and the 2012 Games

British Gymnastics considered the London Games as a strategic opportunity to take the sport to a new level and built its 2008-2012 Whole Sport strategic plan around this event. A significant development in leveraging the Games was the appointment in 2010, first, of a new Chief Executive Officer and later of a Marketing Director. Both officials brought with them unique experience from managing Gymnastics Australia. In particular, the CEO managed FIG liaison during the 2000 Sydney Olympic Games and the build up and delivery of a 'Home Olympics'. BG built on the positive developments from the previous Olympic cycle and introduced a focused marketing campaign called '*I am BG*' to specifically engage with the London Games. The campaign also aimed to rebrand the sport and to address wider organisational changes in order to make a transition from being a NGB concerned with endorsing the rules of the game to a sport, which is fun and inclusive. It revolved around three key strategic issues: connect, contribute and celebrate. Although the funding for *I am BG* was not budgeted, the BG Board took an exceptional decision to approve £150,000 for the campaign plus an additional £50,000 towards the cost of various activations during the Games.

A community of **connected** members, stakeholders and fans

The connect element of the strategy aimed to turn gymnastics from a set of relatively loosely related groups operating in silos into a community of connected members, stakeholders and fans through the provision of information, benefits and services. Connect concerns equally BG, as a governing body, and a new organisational structure and membership management system were introduced with clear lines of command and reporting where all members of the organisation know what everybody else is doing. The BG Board was also transformed from being a representative to a skill-based body including independent members with core skills in finance, corporate governance, legal, IT and marketing matters. A concerted effort was made to identify specific strategies connecting members with benefits, events with all groups of participants and sponsors with merchandise and promotional offers and giveaways.

GymFusion is BG's national festivals programme designed to bring together the gymnastics community. It offers the chance for teams of gymnasts to perform in a show style, non-competitive event where the emphasis is on fun and friendship.

Connect also includes linking up gymnastics with other sports through a national programme - *Lets the Games begin*. In particular, *Lets the Games begin* offers structured ideas and lessons about how to use actions, skills and activities of swimming, athletics and cycling in fun and creative ways to connect them to the sport of gymnastics. In addition to that, six gymnastics projects – one national (Young Sports Leaders Camp) and five regional/local - were awarded the *Inspire Mark* from LOCOG, as a recognition of their contribution to the Games.

Sport Makers is another national programme run by Sport England that aligns with the British Gymnastics' objectives and with the expectations of County Sports Partnerships and is delivered in line with the Olympic and Paralympic values. It provides real opportunities to develop and retain outstanding volunteers through engagement with events, competition and club based activities.

Connect prominently features people with disabilities as well. Since 2000 GMPD (Gymnastics and Movement for People with a Disability) has been fully integrated with the mainstream gymnastics, and all of the disciplines within British Gymnastics play a role in the promotion and inclusion of people with disabilities. All gymnastics coaches have a responsibility to provide appropriate level of training for all individuals in their care and coaches are strongly urged to undertake a Disabilities Module provided through BG. A disability element has also been integrated into the mainstream competition structure, from grassroots club competitions right through to National (British) Championships.

A critical part of the Connect element has been the development of a communication strategy including a number of channels and outlets such as *Gym Blast* (a gymnast magazine), social media (facebook, twitter), an interactive website and BGtv. For example, the BG website attracts over 90,000 visits a month of which 86% are from the UK and 14% from the rest of the world.

Contribute

The Contribute aspect of the BG's strategy concerns the support offered to its members and stakeholders to engage with *I am BG* and the business of gymnastics. BG offers a range of services and owing to its organisational structure and management practices does not subcontract third parties to deliver them. The core services offered

include competition, organisational and promotional support, coaching, club development, facility development and funding opportunities.

A strong point of the *I am BG* campaign has been meticulous early planning and alignment with LOCOG's torch relay to maximise its impact. In particular, BG contributes to clubs in dressing up venues for the Games and provides club packs; to coaches by providing Olympic Games lesson plans and ideas, through promotional materials for all; and to revenue generation through world class athletes' endorsed merchandise for sale.

BG also directly contributes to the Games through a number of volunteers and six staff members who have been seconded by LOCOG in various capacities including its Director of Events as a gymnastics competition manager. This has allowed BG to up-skill its members as well as to promote junior members to more senior positions. Members and participants' satisfaction with gymnastics provision has been consistently high at around 80%.

Another tangible outcome of BG's contribution to sport, as a consequence of London being awarded the Games, has been strengthening its links with FIG. This hugely assisted BG in securing the World Championships in 2009 and 2013, and in sustaining some of the development results achieved in the run up to the Games.

Celebrate

The words of BG's CEO "the Games made us have a look at who we are, how we look and what we would like to be" capture the essence of the celebratory aspect of the BG strategy. This part of the campaign aims to develop a sense of pride and support through a range of activities including national awards to recognise BG members, an Olympic function to send off Team GB, a celebratory pack with posters, post cards and buntings and a set of meet-and-greet activities. A richly illustrated countdown timeline card to the Games was also produced to locate the key activities in time and space.

BG also developed a one year London 2012 activation programme designed to bring together the gymnastics community through a series of meetings, local festivals and national and international championships.

Untapped potential

BG has not undertaken any Games-related research projects and it would be useful to have an objective evaluation of the *I am BG* campaign and other national programmes. BG also has no plans for any formal organisational knowledge sharing. The Games have not had any positive impact on BG's ability to obtain commercial sponsorship. BG has actively used the Games to enhance its organisational capacity through staff development and performance management, but not so much through organisational learning and revenue generation.

Exhibit 3 shows the main leveraging issues and examples of BG leveraging processes and practices. Exhibit 4 details the link between the five core organisational capabilities, the main corresponding structural and/or functional area and the effects of Games' leveraging on BG.

Exhibit 3 Leveraging issues and examples of BG's leveraging processes and practices

Leveraging issue	BG's leveraging processes and practices
Type of leveraging taking place in the Games portfolio	<p>Strategic: through the Whole Sport Plan, with focus on stakeholders, governance structure and management performance;</p> <p>Tactical: closer links with schools and FIG for personal and organisational learning; involvement with Sport England and LOCOG programmes (e.g., Sport Makers, Inspire Mark, Torch relay) to harness the enthusiasm generated by the Games.</p>
Projects within which leveraging takes place	<p><i>I am BG</i> – a national marketing campaigns to connect with stakeholders, grow, celebrate and rebrand sport;</p> <p><i>GymFusion</i>– a national development programme delivered by local teams of gymnasts in a festival-like style.</p> <p><i>Lets the Games begin</i> – a national development programme to introduce gymnastics in schools through interactive activities from the sports of athletics, swimming and cycling;</p> <p>Sport England and LOCOG run projects (e.g., Sport Makers, Inspire Mark);</p>
Beneficiaries from leveraging	<p>Paid staff (e.g., coaches, administrators); Individual gains are yet to be transformed into organisational through a more effective strategic and operational management;</p> <p>Volunteers; It is not entirely clear what the impact of Individual gains on the sport would be;</p> <p>Clubs – better connected with members and BG and growth of national network;</p> <p>BG – improved governance and management performance system;</p> <p>Sport general image – an inclusive community of connected, caring and sharing people.</p>
Obstacles to leveraging	Adverse economic climate;

	Lack of organisational resources to undertake specific activities.
Relation between leveraging and NGB's goals and objectives	<p>BG leveraging of the Games has been utilized to support a wider change of values, governance and for repositioning the sport;</p> <p>BG leveraging of the Games was positively related to its core ambitions to rebrand sport, create a community spirit, grow participation, improve talent development and elite success;</p> <p>No explicit links were made between leveraging and BG resource generation and organisational knowledge sharing.</p>
Contribution of the Olympic Games to capacity building	<p>Provided a powerful marketing tool to support ongoing organisational efforts;</p> <p>Placed BG in the top 10 UK Sport-funded sports;</p> <p>Helped connect gymnastics with other sports and to expand its appeal amongst young people;</p> <p>Provided enhanced opportunities for organisational and technical innovations and learning;</p> <p>Helped maximise BG programmes' effects by linking them up with LOCOG initiatives.</p>
Processes employed in leveraging resources	<p>Strategic planning;</p> <p>Personal and organisational learning;</p> <p>Networking;</p> <p>Celebration – using a festival-like approach to generate public awareness and support;</p> <p>Emulation – using elite athletes as examples to generate resources and motivation;</p> <p>Innovation – doing new things and old things differently.</p>
Future leveraging plans	<p>Plans for further leveraging of international competitions hosted by BG;</p> <p>The key leveraging projects will not be negatively affected after the Games but need to be linked up to new programmes and events.</p>

Exhibit 4 Effects on BG's core organisational capabilities

Core Organisational Capabilities	BG structural/functional area	Effects
To act	Organisational skills development	Enhanced organisational skills in thinking and acting strategically, in mobilizing mass support, in forging partnerships with national and international agencies;
	Human resources development	Enhanced workforce expertise and reputation nationally and internationally; Junior staff promotion to senior positions; Volunteers training and enhanced experiences.
To adapt and self-renew	Organisational structure development	Rebranding BG from a controller to a community which everybody is proud to be part of; Changing Board structure from representative to skills-based; Enhancing Board's ability to take exceptional strategic decisions; Using members' feedback to improve service delivery; Developing innovative programmes to reach out to different groups and bring groups together;
	Knowledge creation	Creating original lesson plans, tutorials and other guides for members, clubs and officials; Knowledge transfer from the Sydney and London Games to BG.
To achieve coherence	Governance	Improved governance structures and practices; Improved communications with stakeholders and accountability; Greater integration between members, stakeholders and fans; Greater diversification to include grass roots, talent and elite pathways.
To generate development results	Systems and infrastructure building	Establishing new national programmes to grow participation; Growing the network of clubs; Enhancing the competition structure; Establishing links with national partners and Games specific programmes.
To relate	Aspirations creation	Creating personal and organisational aspirations for better performance; Creating a spirit of celebration and togetherness within the gymnastics community.

Case study three

Volleyball England

Background

Volleyball England (VE) is the brand name for the English Volleyball Association. When London was awarded the Games in 2005 Volleyball England was a modest operation. In the words of VE's founder and Honorary Life President, volleyball is a case of 'a 3rd world sport in a 1st world country'. This means that there were no Olympic-standard volleyball facilities in the country, virtually no media coverage and commercial sponsorship and role models for youngsters to emulate. VE was funded mainly by Sport England grants amounting to £350,000 a year for the period 2005–09 on the basis of a 'Whole Sport Plan'. VE's CEO was the only full-time senior manager in charge of 13 full and part-time staff. Volleyball was played in some 30% of schools in England and there were around 370 affiliated clubs. The Active People Survey (1-2006) reported 68,518 adults practicing at least once a month.

FIVB is the largest International Sport Governing Body with 220 affiliated National Federations. Competition for Olympic quotas is very strong as only 12 teams per gender participate in indoor volleyball and 24 teams per gender in the beach volleyball competition. The host country automatically gets a quota for the Games for all teams, which will mark the first British Olympic participation in volleyball, and provided a great advantage particularly for a sport without Olympic traditions.

The award of the 2012 Olympic and Paralympic Games to London has significantly changed the strategic environment of volleyball. In 2006 UK Sport announced that volleyball would be a funded sport in the build-up to the London Olympic and Paralympic Games. Volleyball was awarded £5.6m for the period 2008-2012, which represents a fourfold increase in funding. VE now has 42 paid staff and 420 affiliated clubs.

Volleyball England and the 2012 Games

Volleyball England took a strategic view on the London Games and built its 2008-2012 strategic plan around this event. The VE strategy revolved around four key elements: people, change, integration and development.

Developing people

The people element of the strategy had two strands – volunteers and work force. A budget was dedicated to train and support volunteers with the view to get as many of them as possible to volunteer for the Games. Subsequently, 400 volleyball volunteers were selected for the Games. The influx of trained volunteers has impacted positively on the quality of all forms of sport competitions which are now fully staffed, thus greatly enhancing participants' playing experiences. Nine VE staff were also employed by LOCOG in various capacities. This allowed VE not only to up skill its staff but to promote junior members to more senior positions within the organisation and to more effectively utilize its resources for staff development.

Changing the image of sport

The change aspect of VE's strategy concerns using the Games to reposition the image of sport as a whole. The small size of the organisation before the Games proved an advantage, allowing for a relatively quick change in structures and procedures. In 2010 VE launched a national marketing campaign *Go Spike* designed not only to increase adult participation, but to rebrand the sport and to present it as a fun, inclusive and socialising activity for all ages, abilities and backgrounds. Key features of the rebranding of volleyball included a clear offer to various groups and abilities, greater customer orientation and improved communications. Corresponding changes were made in the governance of VE including an expertise-based Board, professional HR and financial practices and enhanced accountability and transparency. As a result VE has made a gradual transition from being a NGB concerned with endorsing the rules of the game to a sport, which is fun, social and inclusive. Volleyball's non-white participation rates of 16% are consistently higher than the rest of the sports and the level of satisfaction with provision is 80% (target set at 72%).

Sport integration

The integration aspect of VE's strategy is closely linked to the change undergone by this NGB. In 2008 VE identified sitting volleyball (the version for people with disability) as a critical element for the successful development of the sport as a whole. VE has established a Sitting Advisory Group, co-opted a Board member and appointed a full time sitting volleyball manager. A national training centre at Roehampton University (London) was also

established where a full time squad of 13 athletes is based. VE experience in integrating able bodied with disabled volleyball has served as a catalyst for merging the two versions and governing bodies of the game internationally. This has turned VE into a global leader in utilizing the power of elite sport to drive participation. Nearly 7% of all volleyball participants have a limiting disability. The integration aspect also involved introducing 'Adopt an Olympian', a scheme which connects the elite level of sport with grassroots participation: a school "adopts" a player, one of the members of the GB women squad, a full time athlete in training for the London 2012 Olympic Games and becomes part of their journey. The scheme has raised £25,000 and delivered some 30,000 new players.

Developing sport

The development aspect of VE's strategy is multifaceted and includes raising the general awareness of sport, building organisational capacity, personal and organisational learning and increasing the NGB's international reputation. Adding volleyball to the list of funded Olympic NGBs has opened a number of opportunities for inclusion in national programmes such as Change 4 Life (C4L) and Premier League 4 Sport. This has provided VE with access to existing networks and resources and enhanced its exposure nationally. For example, for less than a year since its launch in 2011, 430 schools have become C4L Volleyball Clubs which run over 11,000 sessions and trained 1,000 new Young Leaders. Volleyball now has a penetration of 40% in schools, a rise of 10% compared to 2006. Two VE initiatives were awarded the Inspire Mark from LOCOG and helped bridge between existing Sport England programmes such as Gold Challenge and Games Makers and the Games. VE borrowed from the Dutch experience and introduced a net-slider system in schools, which has immediately increased the number of students playing the game at the same time from 12 to 32.

The London Games have stimulated closer links between VE and the FIVB in a number of areas and have increased VE influence internationally. Several VE members were elected on various Committees and Commissions within the FIVB and the European Volleyball Federation (CEV). The Chairman of VE was invited to attend FIVB's inspection visits of LOCOG in the run up to the Games, allowing unprecedented insights and invaluable intelligence gathering. VE has also benefited greatly organisationally: the national volleyball

centre in Kettering was appointed by FIVB as the only development centre in Europe for the next five years. FIVB's development centre will provide opportunities for interactions and organisational learning between international experts, world class coaches and athletes and VE coaches and officers. FIVB has also agreed to provide English teams with wild cards for participation in international championships and to waive charges normally incurred for not having the right standard venues for international meetings. This will stimulate greater coaches and athletes' learning. In addition, VE has signed a Memorandum of Understanding with LOCOG for the distribution of some 3,000 volleyball items (i.e., balls, nets, antennas, coolers) left after the Olympic volleyball tournament as well as of some 500 tonnes of sand which will be used to set up 18 new beach volley facilities, 10 of which will be permanent. To match the cost of the sand Sport England has provided £250,000 for sports development.

Untapped potential

Apart from its own membership survey VE has not undertaken any other research and has no plans to run any promotional activities around the Games mainly due to the lack of resources. VE also has no plans for any formal organisational knowledge sharing. The Games did not have any positive impact on VE's ability to obtain commercial sponsorship. However, in recognition of the potential of international competitions for organisational and sports development, VE has created a new post on the Board – Director of International Events and Competition to drive post-Games strategies and to ensure that the gains from the London Games are sustained.

Exhibit 5 shows the main leveraging issues and examples of VE leveraging processes and practices. Exhibit 6 details the link between the five core organisational capabilities, the main corresponding structural and/or functional area and the effects of Games' leveraging on VE.

Exhibit 5 Leveraging issues and examples of VE's leveraging processes and practices

Leveraging issue	VE leveraging processes and practices
Type of leveraging taking place in the Games portfolio	<p>Strategic: through the Whole Sport Plan, with focus on people, change, sport integration and development;</p> <p>Tactical: closer links with CEV and FIVB for personal and organisational learning; involvement with LOCOG programmes (e.g., Games Makers, Inspire Mark) to harness the enthusiasm generated by the Games.</p>
Projects within which leveraging takes place	<p><i>Go Spike</i> – a national marketing campaigns to promote adult participation and to rebrand sport;</p> <p><i>Change 4 Live Clubs</i> – a national development programme to introduce volleyball in schools and to train young leaders;</p> <p>LOCOG and Sport England run projects (e.g., Golden Challenge, Inspire Mark);</p> <p><i>Games Makers</i> – a LOCOG programme for volunteers training;</p> <p><i>Premier league 4 sport</i>– a national development programme delivered by the Premier League, Sport England and the Youth Sport Trust and linking up the 20 Premier League Clubs with local community Volleyball clubs;</p> <p>Establishing a sitting volleyball national elite centre;</p> <p><i>'Adopt an Olympian'</i> a GB Women Team – centred national-local scheme.</p>
Beneficiaries from leveraging	<p>Paid staff (e.g., coaches, administrators); Individual gains have been transformed into organisational through a greater presence in international governing bodies (CEV and FIVB) and more effective strategic and operational management;</p> <p>Volunteers; Individual gains have resulted in lifting up the quality of competition through better staffing;</p> <p>Clubs – growth of national network and level of expertise</p> <p>Sport general image – a friendly, fun and inclusive activity</p> <p>Sports development – establishing a national sitting volley centre and a European development centre.</p>

Obstacles to leveraging	<p>Issues concerning the governance of British and English volleyball;</p> <p>Lack of equipment in schools</p> <p>Lack of organisational resources to undertake various activities</p>
Relation between leveraging and NGB's goals and objectives	<p>VE leveraging of the Games has been utilized to support its core organisational values of being an 'active, inclusive, innovative, positive, competitive and supportive' sport</p> <p>VE leveraging of the Games was positively related to its core ambitions to rebrand sport, grow participation, improve talent development and elite success;</p> <p>No explicit links were made between leveraging and VE governance and resource generation</p>
Contribution of the Olympic Games to capacity building	<p>Provided a powerful marketing tool to support ongoing organisational efforts;</p> <p>Placed volleyball on the UK elite sport policy map;</p> <p>Helped connect volleyball to established national programmes and offered access to resources and networks;</p> <p>Provided enhanced opportunities for organisational and technical innovations and learning;</p> <p>Helped maximise VE's programmes effects by linking them up with LOCOG initiatives.</p>
Processes employed in leveraging resources	<p>Strategic planning;</p> <p>Personal and organisational learning;</p> <p>Networking;</p> <p>Integration of able body and disability volleyball through changes in constitutions and structures;</p> <p>Emulation – using elite athletes as examples to generate resources and motivation;</p> <p>Innovation – doing new things and old things differently.</p>
Future leveraging plans	<p>Plans for further leveraging of international competitions;</p> <p>No specific plans to replace key leveraging projects that will cease to exist after the Games.</p>

Exhibit 6 Effects on VE's core organisational capabilities

Core Organisational Capabilities	VE structural/functional area	Effects
To act	Organisational skills development	Enhanced organisational skills in thinking and acting strategically, in major competitions management, in forging partnerships with national and international agencies;
	Human resources development	Enhanced workforce expertise and reputation nationally and internationally; Junior staff promotion to senior positions; Volunteers training and enhanced experiences
To adapt and self-renew	Organisational structure development	Rebranding VE from a NGB to a an inclusive sport; Appointing new Board members and setting up new Commissions; Using members' feedback to improve delivery of services; Adopting the game to suit different backgrounds and skill levels;
	Knowledge creation	More effective and research-informed programmes and campaigns; Utilizing overseas expertise to increase participation and to create new knowledge.
To achieve coherence	Governance	Improved governance structures and practices; Improved communications with stakeholders and accountability; Greater integration between able-bodied and disability sport and elite and mass sport; Greater diversification to include grass roots, talent and elite pathways.
To generate development results	Systems and infrastructure building	Establishing permanent national development centres and venues; Growing the network of clubs; Enhancing the competition structure; Establishing sustainable links with national partners and Games specific programmes.
To relate	Aspirations creation	Creating personal and organisational aspirations for better performance; Raising public awareness of volleyball and creating positive discourses for participation, excelling and winning in sport.

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Appendix 1. List of NGBs that took part in the study

Angling	Modern Pentathlon
Archery	Mountaineering
Athletics	Netball
Badminton	Orienteering
Baseball/Softball	Paralympic shooting
Basketball	Rounders
Bobsleigh	Rowing
Boccia	Rugby League
Bowls	Rugby Union
Boxing	Sailing
Canoeing	Shooting
Cricket	Skeleton
Curling wheelchair	Snowsport
Cycling	Squash
Equestrian	Swimming
Exercise Movement and Dance	Table Tennis
Disability table tennis	Taekwondo
Fencing	Tennis
Football	Triathlon
Goalball	Volleyball
Golf	Water Ski
Gymnastics	Weight Lifting
Handball	Wheelchair Basketball
Hockey	Wheelchair Rugby
Ice skating	Wheelchair tennis
Judo	Wrestling
Lacrosse	

Appendix 2. Study questionnaire

1. Which NGB do you represent?
2. The London Olympic and Paralympic Games present a unique opportunity for the development of my sport
3. My NGB is using the inspirational effect of the London Olympic and Paralympic Games to increase participation in my sport
5. My NGB is using the inspirational effect of the London Olympic and Paralympic Games to increase participation of disabled people in my sport do more
7. Interest in the London Olympics and Paralympic Games has helped my NGB to increase the number of affiliated club members
8. The London Olympic and Paralympic Games have been actively used by my NGB to enhance our organisational capacity in the following ways:
9. One of the UK Government's five Olympic legacy promises is to make the UK a worldleading sporting nation. In this context, would you say that the UK Government positioning and promotion of the Olympic and Paralympic Games has provided a positive stimulus to the development of your sport
10. Leveraging the benefits from the London Olympic and Paralympic Games is a central part of the strategy for my sport
11. Has your NGB developed specific strategies to leverage the benefits from the London Olympic and Paralympic Games in the following areas:
12. Please rate the impact of the London Olympic and Paralympic Games in the following strategic areas of your NGB, on a scale of 0 to 10, where 0 is no impact and 10 is maximum
13. Please rate the impact the London Olympic and Paralympic Games have had in the following business development areas of your NGB, on a scale of 0 to 10, where 0 is no impact and 10 is maximum impact
14. My sport has used the London Olympic and Paralympic Games to increase positive media coverage for my sport
15. My sport has used the London Olympic and Paralympic Games to increase positive media coverage for disabled people in my sport
16. My sport has used the London Olympic and Paralympic Games to increase the positive media profile of elite athletes in my sport

17. My sport has used the London Olympic and Paralympic Games to generally increase public awareness and interest in my sport
18. In general for my sport, the London Olympic and Paralympic Games have provided a stimulus for additional resources to:
19. How significant have the London Olympic and Paralympic Games been in increasing commercial sponsorship in your sport?
20. If 'significant' or 'moderate' investment from commercial sponsorship, how significant has this been in the following areas:
21. Has your NGB received sponsorship funding from the following:
22. The London Olympic and Paralympic Games have led to increased investment in new and or improved facility provision in my sport
23. The London Olympic and Paralympic Games have helped us to secure increased funding to:
24. The London Olympic and Paralympic Games have helped my NGB to secure increased funding to invest in improved systems and technology to develop my sport
25. The London Olympic and Paralympic Games have stimulated improvements to my NGB's governance structures and associated decisionmaking processes
26. The London Olympic and Paralympic Games have stimulated improvements in terms of my NGB's financial accountability
27. The London Olympic and Paralympic Games have stimulated improvements in terms of my NGB's financial transparency
28. How many members of your NGB's staff or affiliated club members do you expect to be directly involved with the running of the Games by working for LOCOG or Team GB in the following areas (if exact numbers can't be provided then give best estimate):
29. Has your sport's involvement with running the Games included dedicated NGB staff time or staff secondment?
31. In total, how many members of your NGB's staff or affiliated club members do you expect to be directly involved with the running of the Games by working for LOCOG or Team GB in the following areas (if exact numbers can't be provided then give best estimate)
32. Has your NGB initiated or collaborated on a Games related research project in the following areas:

33. If 'Yes' to any of the above please provide brief details of the research, funding source and collaborators
34. Is your NGB involved in, or carrying out a formal evaluation of the impact of Olympic related initiatives in your sport?
35. Has your NGB been actively involved in any of the following programmes:
36. Has the London Olympic and Paralympic Games helped to increase opportunities to work collaboratively with the International Federation for your sport in the areas of:
37. Has your NGB had direct involvement in working with regional agencies or local authorities on Games related interventions in the following areas:
38. Has your NGB been collaborating with other NGBs to share knowledge/expertise on how to leverage impact from the London Olympic and Paralympic Games
39. If 'yes' to the above please specify which sports and in what ways you are collaborating
40. The London Olympic and Paralympic Games have been a major factor in inspiring more people to regularly participate in my sport
41. The London Olympic and Paralympic Games have been a major factor in inspiring more disabled people to regularly participate in my sport
42. The London Olympic and Paralympic Games provided a significant stimulus for the injection of increased funding into my sport
43. The infrastructure for my sport (people and facilities) was significantly enhanced by the opportunities provided by the Olympic and Paralympic Games
44. The influence my NGB has on international administration of our sport has been significantly enhanced by the opportunities provided by the Olympic and Paralympic Games
45. Overall there has been a lasting legacy to my sport from the London Olympic and Paralympic Games
46. Which level/members of your NGB will have benefited the most from the Olympics?
47. We would welcome any further observations/comments you would like to make about the impact of the London Olympic and Paralympic Games on your sport
48. Please indicate if you would be prepared to be contacted in relation to follow up, qualitative work for this study?