



August 2008

# ASSA (SA) News

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## ASSA President's News

The recent 25<sup>th</sup>. AGM of ASSA(SA) was a resounding success for a number of reasons – we had a quorum (always a good start!) of committed people who wish to contribute in a positive and enthusiastic way and we met a number of old “friends”. One who is always a pleasure to catch up with is Past President, Helen Keane, who seems just as busy in “retirement” as she was when working in Sports Administration (if that was possible). We value her contributions she makes even in “retirement” and look forward to her input every year. Another guest was Darryl Payne, who has not attended for about 25 years! (his admission – he was busy doing other things in the interim!!) Darryl reminisced about Norm Grimm, one of the leading figures in the establishment of the Association all those years ago, and the first few meetings. It was good to catch up with him and while he has been a member for a number of years it was good to meet him in “person”. Another “old” friend who is always there, our Treasurer, Bob Bates, was nominated for Life Membership and we hope to present that to him this year at a special dinner. Congratulations Bob on your valued and significant service to ASSA. Bob has not expected “awards” and rewards and he goes about his jobs in a quiet, reliable and professional way and we think he is a worthy Life Member.

The other significant reason of course was the 25<sup>th</sup>. AGM which is a fantastic achievement in itself. In this day and age of falling volunteerism and people who just want personal gain out of their Associations it is great to witness selfless acts of serving for ASSA.

We welcome Rob Heinjus onto the board for the new membership year – Rob has legitimate industry experience and links and the new ideas he has brought to the first meeting are refreshing and we look forward to his contributions. We look forward with optimism and enthusiasm – I hope you agree exciting times are ahead!

Yours in sport,



# COACHES

## ETHICS, RISK MANAGEMENT AND THE LAW

By Paul Horvath, Solicitor

**Paul Horvath runs his own Boutique law firm in Melbourne specialising in Sports Law, Employment and Criminal Law. Paul represented Mr Zubkov at the initial hearing and on Appeal in Switzerland. He can be contacted at [paul@sportslawyer.com.au](mailto:paul@sportslawyer.com.au) or [www.sportslawyer.com.au](http://www.sportslawyer.com.au).**

Coaches are responsible in different ways to athletes, officials, parents, spectators, the general community and the sport in which they are involved. Coaches are heavily scrutinised by these parties, and subject to Codes of Behaviour. If they do not behave appropriately, and allow other personal pressures and emotions to affect their judgment, they may be the subject of legal or disciplinary action. In such cases it is important for coaches to know their rights.

According to the Australian Sports Commission (ASC) website every coach has rights including but not limited to:

- “a fair process and the principles of natural justice being consistently applied, should the coach become the subject of or involved in a complaint, allegation or investigation within the sport”, and
- “access to clearly articulated legal and moral standards and requirements through codes, policies, rules, regulations, guidelines and procedures manuals as defined by the sporting organisation”.

However, as illustrated by *Zubkov v FINA*, sporting tribunals do not always ensure a fair process and therefore coaches need to be aware of their own rights before it is too late.

In *Zubkov v FINA*, Mr Mikhaylo Zubkov (Zubkov), a Ukrainian swimming coach was coaching his daughter at the FINA World Championships in Melbourne in March 2007. Zubkov had signed the relevant FINA Official Declaration binding him to the FINA rules in which he agreed to be filmed, televised and photographed before, during and after the Championships. In the call room during training times, Zubkov and his daughter/client engaged in a heated discussion which was filmed and then televised world wide. Zubkov was then subjected to negative media coverage and an unfair trial, resulting in a lifetime ban. It was only at the Appeal to the Court of Arbitration for Sport in Switzerland that a fair outcome was reached and the life time ban was reduced to eight months suspension. The appeal decision was handed down on 21 December 2007.

This case highlights how important risk management can be, including understanding and enforcing your rights. Coaches need to be aware that these situations can arise and take steps to prevent them.

If you wish to read the case, the full citation is *Mykhaylo Zubkov v Federation Internationale Natation* CAS 2007/A/1291. A link to the decision can be found at [www.sportslawyer.com.au](http://www.sportslawyer.com.au) on the News & Events page (News Stories).



# THE COST OF INTERRUPTIONS

*Forwarded to us from Rob Heinjus, SA Operations Manager for Casa Leisure*

Ever wonder where your day went? Well in 2005, Basex, surveyed more than 1,000 employees and found that knowledge workers lose about two hours per day due to unnecessary interruptions such as instant messaging, spam and phone calls.

That same year University of California, Irvine researcher Gloria Mark studied workers for about 1,000 hours and discovered each employee statistically spent only 11 minutes on any given project before being interrupted. Moreover, it took 25 minutes on average to return to that task.

A recent survey of CEO's around the world found:

- 42 percent of those who took the survey typically spend less than 15 minutes on a task before being interrupted,
- Another 46 percent manage up to 30 minutes before getting off track.
- Only a slim 9 percent get up to an hour's worth of stoppage-free work, and
- An even slimmer 4 percent average more than that.

A University of Michigan study found that people who switch between different types of tasks – say, e-mail and spreadsheets or drafting a contract and talking to a colleague – lose 20 to 40 percent of their efficiency. Just as there's a time loss during machinery changeover on a production line, the human brain loses time in changing over from one type of task to another.

Peter Drucker saw this 40 years ago and wrote in *The Effective Executive*: 'To be effective, every knowledge worker, and especially every executive, therefore needs to be able to dispose of time in fairly large chunks. To have dribs and drabs of time at his disposal will not be sufficient even if the total is an impressive number of hours.'

In response to the above some suggestions were forwarded:

- 1) Group similar tasks into blocks of activities in order to reduce the time lost to switchover. Do your budgets, your phone calls, your contract reviews, etc., at one time rather than switching between them.
- 2) Establish meeting "corridors" - establish hours when you're available to meet with your Team. During emergencies people can disturb you, but this will reduce the non-urgent interruptions. Also consider setting up standard check-in periods during the day for the people with whom you interact the most. If they know they'll get to see you for 10 minutes each morning and afternoon, they'll be more willing to wait.
- 3) Set "service level agreements" that support your work. With e-mail in particular, there's an assumption that because a message can be sent and received immediately, it must be answered immediately. And, in fact, we've trained people to expect instantaneous response. But more often than not, people don't really need an immediate response. They need a predictable response - within a few hours or within the day.
- 4) Turn off the automatic e-mail alerts. Even if you don't respond to an e-mail immediately, the very act of reading (or hearing) the alert fractures your concentration. Learn to deal with e-mail in blocks - once or twice a day is ideal, four times a day if you must.
- 5) Set Blackberry boundaries. Just because you can check your e-mail any time and anywhere doesn't mean that you should. As with your desktop e-mail, aim for predictable, not immediate, response. Set specific times at which you check your Blackberry and communicate this schedule to your staff.

*Making these changes can be disruptive, so it's important to inform clients and co-workers in advance. And while these new ways of working may seem odd and cause friction at first, in the long run, they'll make you - and your team - more productive.*



*By Sue Wickenden from Australian Leisure Management April 2008*

It's something that all internet marketing experts agree on; organisations without an online presence are missing a great opportunity to attract new business, members and/or clients. There is no exception in the leisure industry for organisations that want to extend their activities. Successful leisure organisations need a comprehensive website and need to use online marketing tools to communicate with their employees, members and fans; from sporadic information emails to regular extensive e-communications. While larger organisations can spend an excessive amount of money on online communication this does not rule small-to-medium organisations out of the game as technologies to manage website and online marketing campaigns are now available at a reasonable cost.

With a little searching, organisations can access a wide choice of web content management systems and internet marketing tools that can meet the requirements for the 'one man band' or business with hundreds of employees. When planning the production of a website or e-newsletter the process can be a smooth or bumpy ride depending on how much homework organisations do at the start. Undertaking an online strategy is like any other project, it requires a sound knowledge of the process, a realistic understanding of the outcome, and a champion within your organisation to nurture and manage it.

By following this simple six-step process I believe organisations can take control and hopefully enjoy a simple, trouble free path to a great end result.

## **Step 1 - The Champion**

Finding a 'champion' within an organisation to manage the project is the first critical step to ensuring a successful outcome. Usually this person will be found within the marketing department but smaller organisations without this resource will choose a team member who has a passion for design and gets a buzz from using the internet. Remember, attitude is just as important as ability. Choose a person who wants to do this, rather than one who has to.

## **Step 2 - The Brief**

The champion will be responsible for putting together the brief for a web developer and liaising internally to ensure that all business criteria are met with the full support from their team. A good brief will consist of a set of questions and answers.

Who do we want to visit our website? What information will they be looking for? What is in it for the visitor? What do we want them to be able to do on the website? What is the call to action? How will we measure if the project is a success? How do we get visitors to keep coming back?

It is helpful to supply the web developer with a list of information about competitors, what we like and dislike about their online communications, what websites grab our attention and why, domain name ideas and a sitemap.

A sitemap is like a family tree, at the top will be the first page of your website (homepage) and nested directly underneath will be the pages that link directly off the homepage. This is usually 'about us', 'products', 'services', 'contact us' and other information that will make the visit to the site a worthwhile experience for the visitor.

## **Step 3- The Content**

Putting together an online project is the same as putting together a magazine or book, you need to source the best content possible to ensure that you engage, if not excite your readers. If you have the resources within your company to produce good photographs and snappy text, then the champions' job will just be a matter of collating the information for the web developer.

Reading is the primary activity undertaken on the internet, people read words and they need to be relevant and persuasive. If you don't have the in-house resources we strongly recommend you find a business writer or journalist and photographer or photo library account. Online, as within a printed newsletter, a bad photo will always be a bad photo and won't show your organisations professionalism in the best light.

#### **Step 4- The Hunt**

When looking for a web development firm, it is a good idea to interview two or three to see which one fits best with your vision. There are several important aspects to consider before making the final choice. Where will the website be hosted? What kind of design are you looking for? Do you want to be able to manage the website and to modify its content? What level of support will you need? The website development industry is flourishing within Australia; there are thousands of web solution providers throughout the country. Web developers will publish a portfolio of their work on their own website, this feature will give you an insight into their capabilities. Develop a clear strategy to make sure your web provider understands your requirements and has the capacity to fulfil them to your satisfaction.

#### **Step 5 - The Deadline**

When will the website be launched or the e-newsletter sent? Is this realistic? The champion will seek a time line and confirmation from the web developer, put the dates into a diary and check up - tick off as each milestone is reached. The major dates will be; delivery and sign off for designs, implementation of those designs into internet language by a technician, supply of content and photos, followed by insertion, testing of the website or e-newsletter, then launch.

#### **Step 6- Launch**

All the work has been done and the champion has reviewed the website or e-communication, and implemented feedback from the team, everything is ready for the launch.

Your website is not like a baseball stadium, once you build it they will not necessarily come. You need to get your website out there by utilising search engine marketing and traditional cues. Some organisations will have an official launch at a trade show, or send out an e-communication with a special offer to drive customers to their new site. Updating your content and marketing your website regularly is an essential ingredient to ensuring success.

The easiest way to keep your photos and text updated is to use a content management

system which allows anyone with basic computing knowledge to manage the content of a website. The simplicity of the tools should be a primary requirement for organisations as regularly updating the content of a website, is for many experts, one of the most efficient ways to retain visitors. It is very important for the web champion to understand what visitors search for on the website. If you meet your visitors' expectations at their first visit, there is a very good chance they come back on a regular basis. This information can be obtained from website statistics.

Out-of-date content does not interest anybody; internet users look for fresh and interesting information. Post your news, press releases, promotions and/or any kind of content that could make a visit on the website unique. Meet your visitors' expectations and make your online presence a successful experience for both your organisation and the visitor.

*Sue Wickenden is Chief Executive of iSmart Software. iSmart Software has delivered effective solutions to small to large leisure organisations throughout Australia and the United Kingdom including professional sportsmen and women, sporting communities, venue managers and larger organisations.*

[www.ismartsoftware.com](http://www.ismartsoftware.com)

Check some of these sport, recreation & fitness websites and compare their content & usability:

[www.casaleisure.com.au](http://www.casaleisure.com.au)

[www.recsport.sa.gov.au](http://www.recsport.sa.gov.au)

[www.gymsa.com.au](http://www.gymsa.com.au)

[www.sa.ymca.org.au](http://www.sa.ymca.org.au)

[www.badminton.sa.org.au](http://www.badminton.sa.org.au)

[www.sa.baseball.com.au](http://www.sa.baseball.com.au)

[www.sturtfc.com.au](http://www.sturtfc.com.au)

[www.tabletennissa.com.au](http://www.tabletennissa.com.au)

[www.volleyballs.sa.com.au](http://www.volleyballs.sa.com.au)



## CRICKET & BOLLYWOOD

A SIGNIFICANT PART of Indian life revolves around two things. Bollywood is one. And cricket is the other.

Of course, India has any number of different cultural and sporting heroes. Take Viswanathan Anand, the Indian chess grandmaster and the current World Chess Champion; or Sania Mirza, India's top female tennis player.

But no sport can compare, in terms of TV viewing figures, ad revenue and sheer national obsession, to cricket. Sport in India is cricket. India has the largest global TV cricket audience.

Adverts played during a big match come at a premium — at least £2,500 per 10 seconds. Cricket rights are the most highly valued broadcast property in India and the subject of fierce, multi—million pound bidding wars. An estimated 70 million people in India watched the last Cricket World Cup.

The success of TV channels in India is predicated entirely on their access to cricket. Take, for example, Neo Sports, which dubs itself the 'home of Indian cricket'. This newcomer owes its success to its right to telecast all live Indian cricket matches in India. Star and ESPN, other well known, successful channels have exclusive rights to cricket matches outside of India. (In all cases this access is under contract.)

However, there is a catch. Doordarshan, India's government-owned broadcaster, can also show those cricket games deemed to be of national importance, live. This despite the fact that the likes of Neo have paid millions in exclusivity rights already.

Admittedly, given the choice, most viewers would opt for the programmes packaged by the privately owned TV channels. They invariably have the more entertaining commentary and professional pundits. Still, they cannot compete

with Doordarshan's market share, reputedly more than half of India's 1.1i billion people.

Given the fierce competition amongst TV channels for cricket rights, the increasingly high price tag attached to cricket and the power and reach of Doordarshan, can existing TV channels in India afford to continue to invest almost solely in cricket? And if not, what are the alternatives?

International businesses and other sporting organisations are eyeing up India as a destination, attracted in part by the size of its population and its burgeoning middle class.

FIFA president Sepp Blatter commented on his visit to India last year that he feels that India has become a major market for football, adding that the game of football is one of the most lucrative businesses in the world. In the near future, it is very likely that we will see more interest and therefore coverage of football in India.

There is also Force India, the latest incarnation of the Jordan team. Led by Vijay Mallya of Kingfisher fame, Force India is the first and only Indian-owned team in Formula One.

While it is too early to predict its success, amongst its more experienced F-1 rivals, Force India will undoubtedly capture the popular imagination of a sizeable percentage of India's growing affluent youth.

Especially if the rumours that Karun Chandhok could soon be driving in F-1 are true (after 2010, when the first Grand Prix takes place in India).

Certainly, the concept of a life outside of cricket is a message that India's government officials are trying to propagate - the Commonwealth Games are only two years away and these Games will be the first major multidiscipline

event that India has-hosted since it hosted the Asian Games in the early eighties. And wins at these Commonwealth Games will go a long way towards raising interest in different sports and subsequent TV coverage.

Interest in sport, other than cricket, is slowly gaining momentum.

Indeed Neo Sport is already expanding its remit outside of cricket, with the launch of its second channel, Neo Sport Plus. The latter recently acquired the TV rights for three major tennis tournaments: The Davis Cup, The Federation Cup and the Sony Ericsson WTA Tour.

It already has access to football, V8 Supercars, Superbike World Championship and badminton.

However, ironically, the future of a media landscape that is so reliant on cricket could be...more cricket - in the form of the IPL.

Already the IPL has raised more than US\$1.8 billion from TV rights, the franchise auction and sponsorship for the first 10 years. And because the tournament is city—based, it cannot be deemed of 'national importance' and therefore Doordarshan cannot claim any rights to broadcast it.

The IPL may aid the search for alternatives to cricket still further- a designated percentage of IPL's budget is earmarked for non—cricket initiatives.

There is no getting away from the fact that cricket, in broadcast terms, is an expensive

business in India, but there are exciting alternatives emerging.

While it may take some time for Formula One, for example, to replace cricket in the hearts and minds of many Indians, there has never been a better time to invest in the business of sport in India.

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### **Reminder to renew your membership**

Please find attached a copy of the membership renewal form for 2008-2009 Membership to ASSA (SA). We value your involvement and look forward to your continued support.

#### **Benefits**

- Member discounts to conferences / seminars
- Networking opportunities at functions
- Subscription to Australian Leisure Management magazine (gold only)
- Regular ASSA newsletters
- Access to ASSA courses
- Free attendance to 2 ASSA functions (one with meal)
- Membership card & certificate



## Australian Society of Sports Administrators Membership Form

July 1<sup>st</sup> 2008 – 30 June 2009

Tax Invoice: ABN 55 145 839 837 (GST not applicable)  
Please complete and return to Membership Director of ASSA (SA)  
By email [assa\\_sa@hotmail.com](mailto:assa_sa@hotmail.com)  
or GPO 1480, Adelaide 5001  
phone: 0412 711 156

### **BENEFITS**

- Member discount for Annual Conference/Seminars and ASSA Sport Administration Courses
- Networking opportunities at our functions
- Subscription to Australian Leisure Management magazine (Gold Members only)
- Regular ASSA Newsletters
- Free attendance at two ASSA (SA) Functions, one with meal
- Laminated membership Card and certificate

Thank you for applying / renewing your membership of ASSA (SA) Inc. Please complete the form to update your membership details. Information you provide is confidential and will only be used for the purpose of administering your membership of ASSA SA Inc.

**MEMBERSHIP:** Please add yes to box that applies, complete form and email/post to ASSA

	Renewing – cost & code			New member – cost & code		
Gold	\$50	GR		\$65	GN	
Silver	\$35	SR		\$50	SN	
Student Gold	\$30	SGR		\$40	SGN	
Student Silver	\$25	SSR		\$25	SSN	

All Personal Memberships Include GST

Title	First Name	Surname	DOB
Occupation		Employer	
Sport Association / Club Involvement			
Address		Suburb	P/C
Phone (h)	mobile	Phone (w)	
email		fax	

**PAYMENT:** Use BSB & account number for convenient EFT & identity transaction by stating your name and membership code from table above and return form by email or post

<b>EFT</b>	BSB: 065008	Account No: 00902626	Add name and membership code
<b>Cheque</b>	Post to: membership Director ASSA (SA), GPO Box 1480, Adelaide, SA, 5001		

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### **Office Use only**

Date received:

Membership No:

Receipt No:

Card issued

Expiry date:

Signed