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EXECUTIVE MASTERS IN SPORTS ORGANISATION MANAGEMENT



MEMOS XXIV
2021-2022

“Earning Greater Revenue
For
Sustainable Sport Programs and Facilities in the Bahamas”

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TABLE OF CONTENTS

Introduction.....	3
Review of Existing Knowledge.....	7
Methods.....	24
Data Analysis.....	26
Results.....	27
Conclusions.....	42
Recommendations.....	46
References.....	49
Abstract/Résumé.....	52
Appendix I	
National Federations Survey.....	53
Appendix II	
Clubs Survey.....	56
Appendix III	
Survey Consent Form (National Federations).....	59
Appendix IV	
Survey Consent Form (Clubs).....	60
Appendix V	
Interview Consent Form.....	61

INTRODUCTION

The Bahamas is recognized as a successful summer Olympic Games country on a per capita basis. The country's 16 Olympic medals – 8 gold, 2 silver and 6 bronze – place it as the most successful country per capita in the Olympics for total medals.

Meanwhile, it holds the distinction of being the most successful in gold medals by population, with a calculation of 20.5 gold medals per million people, according to topendsports.com.

Even without population considerations, the country of under 400,000 citizens accomplishes far more than others of the same size. In real terms, the Bahamas finished 42nd out of more than 200 countries that competed at Tokyo 2020. Cuba, with a population of 11.3 million, and Jamaica, with 3 million residents, are the only Caribbean nations to top the Bahamas in the standings. Table 1 demonstrates the statistical strength of the Bahamas' summer Olympic, gold-medal performances, based on population size.

Table 1. Olympic gold medals per capita, as calculated by Topendsports.com

rank	Country	Gold	est. population	total gold /million pop
1	Bahamas	8	389,482	20.5
2	Hungary	181	9,684,679	18.7
3	Finland	101	5,532,156	18.3
4	Bermuda	1	62,506	16.0
5	Sweden	148	10,036,379	14.7
6	Norway	60	5,378,857	11.2
7	New Zealand	53	4,783,063	11.1
8	Grenada	1	112,003	8.9
9	Jamaica	26	2,948,279	8.8
10	Denmark	48	5,771,876	8.3

The Bahamas' two gold medalists at Tokyo 2020 – Steven Gardiner and Shaunae Miller-Uibo, have established themselves as being among the best-in-class. Before his gold medal performance in Tokyo, Gardiner took the podium as World Champion in the 400m in 2019. In the same year, Miller-Uibo earned the silver medal at the World Championships for World Athletics. Up to that point, she had been unbeaten in the event for more than two years.

Despite impressive international results, national sport federations are challenged financially. Even the largest of national federations have publicly acknowledged a financial strain to carry out programs and to fund travel for international competitions. The Bahamas Association of Athletic Associations (BAAA) ranks among the largest and most influential national federations, boasting 74 active clubs nationwide. All the Bahamas' Olympic medals since the 1990s have come through athletics. However,

the participation of athletics athletes in the 2019 World Athletics Championships was severely jeopardized when the government could only provide less than half the funds requested by the BAAA to pay for the travel and accommodations of its nine athletes plus coaches and team officials.

The situation exposed how reliant national federations are on government funding. The athletics federation had traditionally depended on the government to fund almost 100 percent of expenses for international competitions such as the World Championships. Over the previous two editions of the World Athletics Championships, the BAAA had received a total¹ of \$290,000 - \$150,000 in 2015 and \$140,000 in 2017 – from the government of the Bahamas (Smith, 2019). The government's provision of \$50,000 for the 2019 Championships left the selected team grossly underfunded for the Doha meet.

Better financial planning will, in part, help national federations, clubs, and community sports organizations to combat their financial difficulties. This planning ought to consist of a comprehensive approach to the efficient use of resources to avoid acute financial crises. Organized systems, designed to drive tangible benefits to many stakeholders, can drive sport organizations in the Bahamas to a greater degree of financial security. Ideally, sport organizations, whether national federations or clubs, would use their talents and resources to generate sufficient revenue to sustainably fund programs, events, and travel.

¹All amounts in this document are in US Dollars, unless otherwise indicated

Sustainable funding for sports organizations has been achieved in some sports organizations around the world. These include professional sporting organizations, where the most notable of these might be many of the professional football clubs in Europe's "Big Five" football leagues. Before the disruption of the Covid-19 pandemic, for example, Premier League football clubs generally were enjoying record-profits from their activities (Deloitte, 2019). According to Deloitte's 2019 Review of Football Finance, Premier League clubs collectively generated £426 million in pre-tax profits for the 2017/2018 season. Overall, 13 of the league's 20 teams boasted a pre-tax profit.

Even during the Covid-19 pandemic, Forbes assessed all National Basketball Association (NBA) teams in the United States to be in healthy financial positions (Badenhausen, 2021). Forbes estimated that all NBA teams in the 2019/2020 season ended up with operating revenues of at least \$20 million. The estimates of operating revenues ranged as high as \$200 million for one team during the season.

The Bahamas Olympic Committee (BOC) is uniquely positioned for sports development within the Bahamas. With a membership of 24 national sports federations and natural links to government departments, sports venues, corporate entities, and international partners, the BOC has an opportunity to provide education on the practices that make some sport organizations profitable and sustainable. In addition, the BOC has the access to relationships capable of bringing various groups together for meaningful partnerships in the business of sports.

If the BOC adopts a proactive leadership role within the sporting community, it can be the catalyst for greater revenue for national sport federations and their clubs. It

could also result in new or refurbished sport venues and a more robust overall economy for the Bahamas.

This research aims to highlight the relationships, sport structures, and legislative tools that the BOC and its partners can employ to realize a more prosperous financial landscape for sports in the Bahamas. To do so, it will identify sports business arrangements around the world that can be adopted or adapted in the Bahamas to assist in achieving greater financial gains for sports organizations and athletes within the Bahamas.

REVIEW OF EXISTING KNOWLEDGE

This literature review is organized in three sections: 1) Using Relationships to Achieve Greater Sport Revenue, 2) Using Sport Structures to Achieve Greater Sport Revenue, and 3) Using Legislation to Achieve Greater Sport Revenue. The sections examine what various sport organizations – clubs, commercial enterprises, government agencies, National Federations (NFs), and National Olympic Committees (NOCs) - can do to increase revenue.

The organization of these main points are designed to explore whether the problem of chronically insufficient funding for sports in the Bahamas can be effectively tackled. If the problem can be tackled, then ways in which it can be overcome and the appropriate efforts of various organizations to do this, including the BOC, must also be explored.

Using Relationships to Achieve Greater Sport Revenue

Research points to relationships being an important factor for some types of sport funding, such as crowdfunding, sponsorships, media rights, licensing rights, and naming rights.

Crowdfunding

Crowdfunding is a public appeal that is usually done over the internet. It calls on the general public to donate money or invest financial resources for a specific project or purpose. In return, the contributor receives a reward or a share of the promised project (Belleflamme, Lambert & Schwienbacher, 2013).

Crowdfunding can be effective for raising money for sports organizations, particularly clubs seeking funding for smaller projects (Kempf & Stuter, 2016). This is consistent with the findings of Rothler & Wenzlaff (2011) and Hemer (2011), who found that most crowdfunding projects that are successful have budgets between €3,208 (\$3,633) to €4,000 (\$4,531).

Kosciolek (2021) found that relationships can contribute to the willingness of individuals to take part in crowdfunding for sport programs. In his qualitative study of motivations for participating in crowdfunding sports, reward-based crowd funding was the focus. In a reward-based arrangement, the donor would receive a predetermined reward for his or her contribution to a crowdfund. However, donors

sometimes declined the reward after making a contribution (Cox, Nguyen & Kang, 2018).

Through his study, Kosciolek (2021) identified seven main motivations for contributing to a crowdfunding effort. These were: collecting rewards, emotional engagement with a club, belonging to a community, altruism, causative agency, helping family, or helping friends. The emotional engagement with a club and helping family or friends point to relationships being helpful in this type of fundraising.

Sponsorship

Literature indicates that fostering strong interorganizational relationships is important in beginning and maintaining corporate sponsorship. When a sports organization continues a healthy relationship with a corporate sponsor, it is more likely that the benefits of the sponsorship will continue to accrue. Sometimes more benefits are added to the original ones as well (Doherty & Murray, 2007).

Doherty and Murray (2007) proposed a strategic sponsorship process for non-profit sport organizations. This was driven by the need for sport organizations to use sponsorship and other means to counteract the trend of declining government investment in sports in Canada, Australia, Britain, and other countries over the previous 15 years. The process consisted of preparation, identification of potential sponsors, the sponsorship proposal, agreement and implementation of the plan, and evaluation of the plan. Doherty and Misener (2014) used the process to evaluate the nature of the relationship between sport organizations and their corporate sponsors. Previous research suggests that the relationship between the sport organization and

sponsor must be more than transactional; it should also have more personal elements for success (Babiak & Thibault, 2008).

The 2013 survey from Misener and Doherty, covering 189 sport organizations, found that operational competence - aspects such as leadership, budgeting and computer skills - were a consistent predictor of the impact of the sponsor on club programs, operations and community presence. However, sport organizations perceived relational competencies - such as communication, cooperation, and patience - to be of greater importance.

Misener and Doherty (2014) concluded that the association between the elements of the relationship process made a difference to outcomes beyond basic or tangible deliverables (cf. Cousens, Babiak & Bradish, 2006). Therefore, to achieve broader goals stemming from enhanced program/operations and community presence, community sport organizations (CSOs) should consider investing in the development of operational competence and dependability in relationships with sponsors as those elements, alone and in combination, appear to be key to successful relationships that can foster these outcomes.

This conclusion aligns with the findings of earlier research asserting that the main reason a sport organization retains its sponsor is because it delivers what it promised to the sponsoring corporation (Schlossberg, 1992). Doherty and Misener (2014) refer to this attribute as dependability in the relationship.

Media, Licensing and Naming Rights

The importance of relationships in licensing is well-illustrated when considering the licensing of university products. More than 300 colleges and universities take part in trademark licensing, and it is the broad alumni base of universities that foster increased merchandise sales (Howard & Crompton, 2014).

Howard and Crompton (2014) also point out that long-term relationships have been cemented through agreements to name sports facilities after corporations. The agreement to name MetLife Field, for example, has linked the New York Giants and the New York Jets with the Metropolitan Life Insurance Company until at least 2036.

The most substantial facility built as a result of a naming rights effort in the past 20 years in the Bahamas is the Betty Kelly Kenning Swimming Complex. The Bahamas Aquatics Federation (BAF) was the chief beneficiary of the \$5 million donation for the construction, which was completed in 2000. The donation came from John Kenning and his wife, Betty Kenning, for whom the complex is named (Bahamas Aquatics Federation, 2004). Ms. Kenning had a life-long relationship with swimming in The Bahamas, and she was the founder of one of the country's prominent swim clubs. The Bahamas government also partnered in funding and constructing the complex.

The Betty Kelly Kenning Swimming Complex includes the Bahamas' first 10-lane, 50-meter outdoor pool. It also contains a six-lane, 25-meter pool. According to the BAF, the pool's total cost was close to \$8 million. It is situated at the Queen Elizabeth

Sports Center in Nassau, and it is part of the facilities managed by the National Sports Authority (NSA).

Similarly, strong relationships with fans give sports and sport organizations the popularity to attract media attention. “Established, marketable sporting events mean guaranteed television audiences, which translate into substantial revenues” (Howard & Crompton, 2014, p. 525). Howard and Crompton point out that the four major networks in the United States have committed \$69 billion to the NFL, NBA, NHL and MLB through 2022. These include seven-year television deals for the NFL with CBS, FOX, and ABC as well as for MLB with FOX, ESPN, TBS and DirectTV.

Using Sport Structures to Achieve Greater Sport Revenue

Sports are structured in many ways around the world. A look at the different structures reveals arrangements providing opportunities for sport participants in those geographic areas. This section looks at how sport structures provide funding opportunities in various countries. The United States of America, Australia, and Canada will be examined due to their sport success, their constant effort to evolve their sports, and their similarities to Bahamian sport and general society. After these, the NOC funding structure of the Olympic Movement and the Bahamas government will be analyzed.

United States of America (USA)

The United States is known for its sporting prowess, with successful professional sport teams, thriving community programs, and an enviable tally of Olympic medals. Although many people would assume these successes are due to a well-coordinated

national sport structure, Green, Chalip, and Bowers (2013) describe the USA's sport structure as sport governing bodies functioning as parallel systems in the absence of a federated or coordinated system of sport governance. Major categories of the parallel sport systems include: community sports, collegiate sports, and inter-school sports at the high school level.

Green et al. (2013) credit the country's capitalist, market-driven ideals for the evolution of this sport structure. According to the authors, the void left by the government's lack of a national sport policy has been filled by entrepreneurs. These private citizens and groups have formed professional sport franchises, and they govern the leagues in which they compete. The economic value has been staggering, with the largest professional leagues in the United States (the NBA, NHL, MLB, and NFL) being worth more than \$34 billion combined in 2020, according to apsportseditors.org.

Australia

Australia has developed a federal system of sport governance consisting of representation from its six states and two territories (Shilbury, 2013). The federal system also follows the delegate system that is the historic sport governance pattern of the country. Decision-making power resides at lower levels of governance, where delegates are sent to higher or broader levels to represent the interests of clubs or regional or state organizations.

The system has been described as “cumbersome” and “replete with self-interest” (Shilbury, 2013). However, as Shilbury points out, a few sport organizations in Australia, such as the Australian Football League (AFL), have been able to move to being governed by an independent commission. In the case of the AFL, this was due to mounting economic pressures and opportunities, through media offers and player demands. Shilbury also points out that, though Australia’s federal, delegate system is cumbersome, it is a democratic system that is based largely on volunteerism.

Canada

Canada’s sport governance system is in the form of a complex network of sport organizations that include community clubs and schools, provincial and national programs, supporting organizations and international event organizers (Parent and Patterson, 2013). This system developed, in large part, due to intentional sport policies and legislation brought by the federal government. This coordination brought considerable funding from the federal government, which led to a great financial dependence of national sport organizations on the federal government as of the 1980s (Macintosh & Whitson, 2014).

Generally, sport in Canada is organized in a way that reflects the basic structure of the Canadian government. Sports generally have an organization at the national level as well as organizations at the provincial and local levels. Each would have responsibility for a segment of tasks concerning the sport’s activities (Parent &

Patterson, 2013). The federal government's activities include elite and developmental sports, but they tend to skew toward elite sports (Parent & Patterson, 2013).

Olympic Movement

The Total Olympic System is a complex web of stakeholders: the International Olympic Committee has been identified as the main stakeholder of the Olympic system, and - along with the 206 National Olympic Committees (NOCs), the international sports federations (IFs), the Organizing Committees of the Olympic Games (OCOGs), and the National Federations (NFs) - comprises the heart of the Olympic Movement (Ferrand, Chappelet & Seguin, 2012).

Olympic Solidarity is the body within the IOC that provides funding to NOCs from the broadcasting rights that the IOC receives for the Olympic Games. The Olympic Solidarity Commission approved \$590 million USD for the 2021-2024 Olympic cycle. This represents a 16 percent increase over the previous budget (IOC, 2021). It also includes:

- An 18 percent increase in World programs (\$258.3 million)
- A 25 percent increase in direct support to athletes and
- A 25 percent increase for NOC activities

Olympic Solidarity funds are categorized under three main headings: World Programs for all areas of sport development, Continental Programs for development specific to

each continent, and IOC Subsidies for countries participating in the Olympic and Youth Olympic Games. Each is described below.

World Programs. There are 13 programs for Athletes and Sports Development falling under the World Programs category. They provide financial and technical assistance for athletes at different levels of development, their entourage, and structures meant to support them. Successful implementation of these programs should contribute to the improved universality of the Olympic Games and the development of sport worldwide (Olympic Solidarity, 2021).

World programs include scholarships for athletes to qualify for the summer and winter Olympic Games. Olympic Solidarity's statistics show that over 1,800 athletes from 186 NOCs received Olympic scholarships for Tokyo 2020. The World programs also extend funding for coaches around the world to receive technical training and other assistance to gather skills to benefit national sport systems (Olympic Solidarity, 2021).

A team grant under the World programs allows one national team per NOC to receive financial assistance to regional, continental, or world-level competitions toward qualifying for the Olympic Games. At the same time, Olympic scholarships and technical courses are available to coaches. The coaching scholarships are designed to deliver skills and experiences that coaches will use to the benefit of the sport system in their country (Olympic Solidarity, 2021).

Several programs may be accessed to directly benefit national sport systems. Olympic Solidarity aims to improve those sport systems by strengthening “basic coaching structures and related sport systems by putting in place a medium or long-term action plan for one or more sports on the Olympic program” (Olympic Solidarity, 2021, p. 3).

These sport development programs consist of the continental athlete support grant to prepare athletes for international competition, the youth athlete program, which helps NOCs identify and train athletes for youth competitions, and the refugee athlete program that helps identify and support refugees living in different countries.

The Olympic Values program assists NOCs at the community and organizational level to advance the Olympic Movement.

Additional opportunities abound under the heading of “Capacity Building and Administration.” Through NOC Administrative Development, NOCs receive aid to develop and maintain sustainable, administrative structures. The opportunities include national courses for administrators, NOC exchanges, NOC forums, special projects for extraordinary or unexpected circumstances, and international executive courses for sport administrators (MEMOS), which builds the capacity of NOCs and their constituents by providing tertiary, sport management training.

Continental Programs. At this level, funds are allocated primarily for NOCs to develop their national activity program. In doing this, NOC’s improve operational efficiency.

IOC Subsidies for Olympic Games. These subsidies assist NOCs in covering part or all their costs associated with attending the Olympic and youth Olympic Games.

Bahamas Government Sport Structure

The Bahamas government's sport structure is substantively created by the 1963 Act to make better provision for development and encouragement of sporting activities in The Bahamas. This act is better known as the Sports Act.

Article 7 of the Sports Act gives the Minister of Sports control over the sports structure by conferring the power on the Minister to recognize sport associations "as being the association officially representative of the interest of persons practicing any particular sport in the Bahamas." This creates a government-controlled sport structure that is separate from the sport structure of the Olympic Movement, although a sport organization may be recognized by both the Olympic Movement and the Bahamas government.

The Sports Act is broad in its description of how sports organizations may benefit from the government's sport structure. It speaks generally, as in article 10(a), which says the Minister may make rules "prescribing anything required to be prescribed under this Act."

It is in the National Sports Policy that details of specific benefits to sports organizations and athletes are found. The policy developed gradually from meetings held between the government and the sporting community since 1996. The final draft of the policy was adopted in 2010 (Bahamas Government, 2010).

The policy specifies financial support for athletes and sport organizations as well as the conditions for support. Notably, financial priority is given to the 10 sports that are identified as “core sports” – basketball, athletics, swimming, baseball, softball, soccer, tennis, volleyball, sailing, and bodybuilding/powerlifting. Other sports may access funding, but the amount and frequency of funding is not as often nor as lucrative as what is available to core sports.

The government provides grants through the policy, under five main pillars:

- Annual base grants to core sport NFs, and periodic grants to other NFs recognized by the Ministry of Sports. The amount of the grant is determined by the level of activity of the NF and its ability to achieve established goals that mainly center on earning Olympic medals and medals in other multi-sport Games.
- Subvention of Potential and Elite Athletes to assist with their training and medical expenses. Potential Athletes are defined in the policy as high school or post high school students who demonstrate a clear promise of becoming elite athletes. Elite Athletes are athletes “who have attained world class standards in a core sport” (National Sports Policy, 2010, p. 14).

- Incentive grants for individual or team performance at the World Outdoor Championships or Olympic Games.
- Small, periodic grants to community groups that do not fall under the umbrella of an NF.
- Annual grants to Family Island Sports Councils (sport groups governing islands outside of the main island of New Providence), the National Sports Advisory Council, and the Bahamas Boxing Commission.

Core sport NFs may also receive land grants from the government under the policy.

NF Grants – In addition to annual base grants, core sport NFs also qualify to receive additional funds to assist in hosting major international competitions and to assist in preparing national teams.

Athlete Subventions – If an athlete is designated as a Potential athlete, he or she will receive a subvention of \$12,000 to \$19,600 per year. At all times, the government is careful to provide the funds only if they do not endanger the amateur status of these individuals. Elite athletes receive \$26,400 to \$34,005 per year.

Incentive Grants – Special incentives are provided for elite athletes who have outstanding performances at World Championships or the Olympic Games. The policy lays out awards of \$40,000 for a gold medal, \$30,000 for silver, \$15,000 for

bronze, and \$5,000 for advancing to a finals competition. In these cases, the athlete's coaches, managers, and medical personnel will receive \$3,500 for a gold medal, \$2,000 for a silver, \$1,500 for a bronze, and \$1,000 for a finals showing.

Teams achieving a gold medal will receive up to \$200,000 as an incentive, \$160,000 for a silver, \$120,000 for a bronze, and \$80,000 for appearing in a semi-final match.

Community Groups – Community groups may receive a sum between \$500 and \$1,500 periodically. Requests for this grant must be made at least six months in advance.

Family Island Sports Councils – Grants are given to promote and develop sports programs in the Family Islands. Funds must be accounted for by January of the following year, or grants will be suspended.

Using Legislation to Achieve Greater Sport Revenue

The Bahamas' **Sports Authority Act 2011** (hereafter, the Act) serves a key role in this study on achieving greater revenue for sport. The legislation was designed to address several issues in Bahamian sports, including the promotion of sporting events and programs in the country.

The Act establishes the purpose of the NSA, which includes managing and maintaining sports facilities, developing youth through sports, and to “encourage the

promotion of sports in the Bahamas, generally” (p. 3-4). The NSA is overseen by a nine-person board, who are all appointed by the Minister of Youth, Sports & Culture.

By the provisions of the statute, the Director of Sports in the Ministry of Youth, Sports & Culture as well as the General Manager of the NSA, who would previously be hired on staff of the NSA, serve as ex officio members of the board. In addition, the president of the Bahamas Olympic Committee (BOC) or his nominee must be a member of the board. The formation of the NSA builds on the National Sports Policy.

Section 6 of the NSA Act outlines the broad powers of the NSA. Among other things, Section 6 gives the NSA power to enter into agreements with sports federations for the benefit of particular federations, grant leases or concessions in respect to land, receive donations, and raise funds by any legal means.

The Act also establishes a national sports fund for which the NSA has responsibility. The fund is to be used for “the encouragement, promotion, and development of any sport” (p. 6), and to provide incentives for athletes. The NSA is also exempted from real property tax through the Act.

In the **Audit of the National Sports Authority** (2021), the Auditor General points to “many failures” (p. 31) of the executive management of the NSA between July 1, 2018 and January 31, 2021. The audit also noted instances of political interference and poor governance.

Section 1.0.1 of the report confirms the NSA is still dependent on the central government for all its funding while Section 12 notes breaches in negotiating contracts for construction, repair, and services. It cites instances in which a “senior official” (p. 14-16) within the Ministry of Youth, Sports & Culture circumvented the contract negotiating process and gave instructions to the NSA to execute the contracts. The section further elaborates on the breaches by describing how the senior official caused these contract disbursements to be paid with checks made out in the name of individuals rather than in the name of the companies who held the contracts. Finally, the senior official is identified in the report as the person who collected the checks that were made out in the name of individuals.

Key Points

Documents from Bahamian sources squarely illustrate the problem of funding in the Bahamian context as well as how government funds may be accessed by NFs and individual athletes. One important document offers suggestions for dealing with funding matters concerning NSA hinderances – good governance, leadership, and proper processes.

Varied publications address general measures that sports organizations may employ for revenue enhancement. Further research will need to show which methods Bahamian sport organizations are using to earn revenue, what obstacles are preventing them from enjoying greater revenue, and which suggested measures are well suited to be added to the repertoire of revenue tools for Bahamian sport organizations.

METHODS

Data collection

A case study of the Bahamas' sport revenue environment was undertaken to ascertain the prevailing revenue performance of sport organizations and to identify ways that more revenue can be generated by these organizations. The case study consisted of three data collection elements: document analysis, surveys, and interviews.

Documents Analysis

The Sports Act (2011), the Sports Authority Act (2011) and the National Sports Policy (2010) are the core documents guiding sports in the Bahamas. These documents were analyzed, along with international documents, to determine how effectively Bahamian policies work for sport organizations today. Sports Organizations were able to provide documents from their files to help with this process.

International documents that were analyzed are: Title IX of the Education Amendments and the Amateur Sports Act from the United States and the Canadian Sport Policy (2012). The documents that originated from outside the Bahamas were analyzed with the view to identifying measures that resulted in competitive advantages for the American and Canadian sport systems and/or athletes. Particular attention was given to revenue-enhancing advances.

The Surveys

Leaders of the governing bodies – presidents, general secretaries, and chief financial officers – were surveyed on their NF funding. This survey, presented in Appendix I, collected information on funding sources and the relationships that enable them.

Of the 25 NFs invited to participate in the survey, 22 of them completed the survey. All but one of the responding federations are affiliate or associate members of the BOC. Only one of the responding federations is not on the Olympic program.

A similar survey (see Appendix II) was conducted on a club level. 98 clubs from 23 sports were invited to take part in the survey, with 10 responses received. This gives a picture of funding relationships at the club level as compared to the national level.

The survey first establishes categories of organization funding and the proportions of each category for sport organizations. It then extracts information on the relationship attributes and competence skills needed to secure and maintain the funding. Questions for the survey were based on the research questions of Misener and Doherty (2014) that identified the key themes that built and maintained funding relationships for community sport organizations. Specifically, the survey solicited details on the organizations' participation and level of success in crowdfunding, sponsorship, media rights, naming rights, and licensing rights. Details were also solicited on the relationships that establish and/or maintain these arrangements. Additionally, the survey extracted information on any grants, donations, and scholarships received by the organizations. These questions give insights into the sport structures to which the sport organizations belong and how those structures provide financial assistance to the

organization. Finally, the responses to the surveys explore the limitations to revenue streams for the organizations as well as their plans for expanding revenue earnings.

Interviews

Three semi-structured interviews were arranged with purposefully selected representatives of the “umbrella” sports organizations in the Bahamas – the BOC and the Ministry of Sports, which has ultimate responsibility for the NSA. These expert interviews lasted an average of 50 minutes, and they added to the qualitative data on the structural support available to sport organizations in the country. Details of the consent forms designed for the interviews are found at Appendix V.

The leaders of these sport organizations shared their views of the present sport structures of the Bahamas. They gave input on challenges hindering revenue performance and gave recommendations on how sport structures can evolve to achieve sustainability in various sports.

The Aggregate

These three data collection elements – documents, survey, and interviews - work in concert to provide a comprehensive picture of the financial landscape for sport organizations in the Bahamas, particularly regarding revenue generation. The methods provided quantitative data for analyzing as well as qualitative data that brought further depth and meaning to initial findings.

Data analysis

After collection of the data, the data were analyzed under three main themes – relationships, sport structures, and legislative tools.

The responses from two survey groups were used to summarize information on various aspects of the funding of Bahamian sport organizations. Summary graphics of these aspects were included to visually depict some of these findings.

Interviews with the leaders or former leaders of sport structures in the Bahamas gave information on their views of how sport organizations are funded or how they ought to be funded. The interviews were examined under the three main themes of this research to focus on specific points related to relationships, sport structures and legislative tools.

RESULTS

The surveyed sports organizations affirmed there is a large-scale need to improve the way that sports are funded in the Bahamas. Most national federations surveyed (59.1%) said they were not satisfied with the annual revenue they were able to accumulate. There were six federations or 27.3 percent who were “marginally satisfied” with the funds they raised, and only three of the 22 surveyed NFs (13.6%) who were satisfied with revenue. No NF classified itself as being “very satisfied” with revenue.

Similarly, no sport club said it was “very satisfied” with revenue in the survey. However, the results were slightly more positive among the clubs than among NFs, as 7 out of 10 clubs said they were “marginally satisfied” with the money they brought in each year. Two out of 10 (20%) were not satisfied, and one out of ten (10%) was satisfied.

Figure 1. Federation responses on revenue satisfaction.

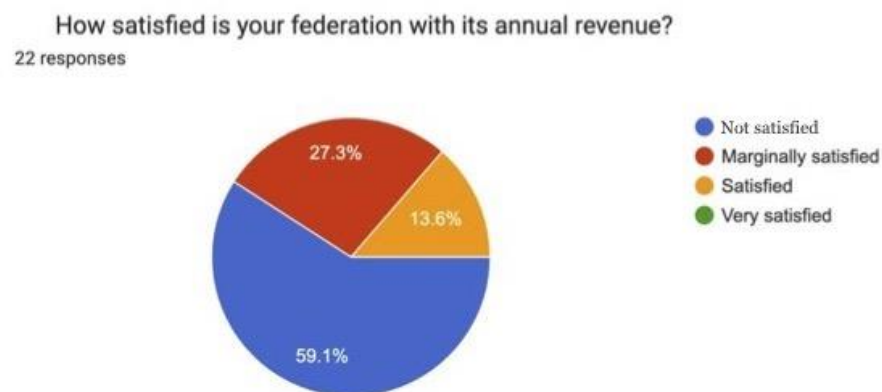
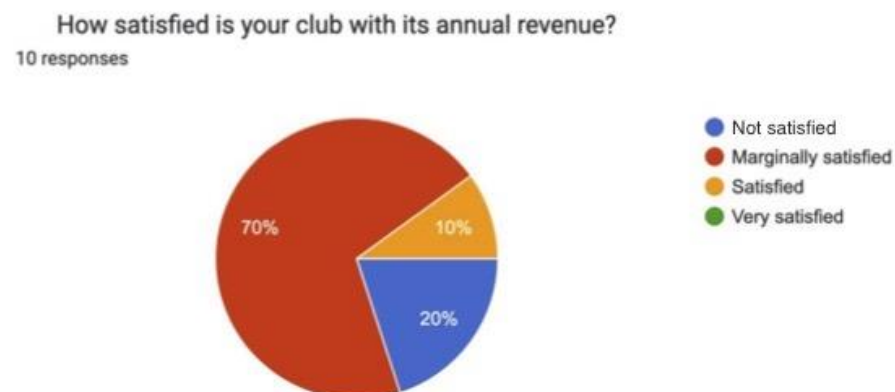


Figure 2. Clubs responses on revenue satisfaction.



The need for sports organizations in the Bahamas to capture more revenue is brought into acute focus in their acknowledgement of the state in which their present levels of revenue have left them. When asked how helpful more revenue would be to their organization, 60% of clubs said the additional revenue would be “very helpful” while 40% said it was “desperately needed.” Likewise, 63.6% of federations said more

revenue would be “very helpful,” and 36.4% acknowledged that additional revenue is “desperately needed.”

No club and no federation believed additional revenue would be “not helpful” or even just “somewhat helpful.” All the organizations, even ones that were “satisfied” or “very satisfied” had emphatic responses in acknowledging their need for more funding.

Relationships

Surveys revealed that Bahamian sport organizations do not generally have a strong relationship with the corporate world that results in significant funding transactions. Of the 22 national federations that responded to the survey, 11 of them or 50% reported having a sponsor, leaving the other half without sponsorship at all. Of those that had sponsorship, 5 of them or 22.8% had three or more sponsors while 6 of them (27.2%) had only 1 or 2 sponsors.

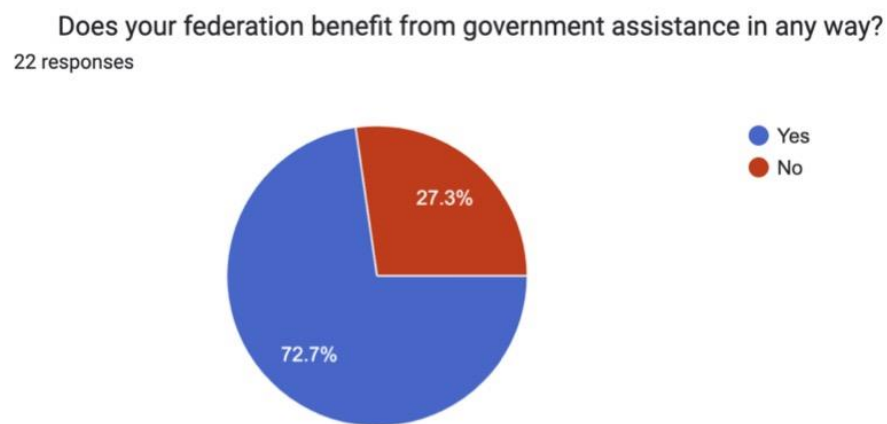
Statistically, there were better sponsorship results at the club level. Among the 10 clubs that responded, 8 or 80% had secured sponsorship. Of that 8, 2 of them had more than three sponsors while the majority, 6 of them, had only one.

Five out of the 10 clubs believed the corporate world did not see the value in sponsoring sport organizations. Six of them believed there was too much competition for sponsorship, and seven out of the 10 pointed to a bad economy as one of the reasons there was difficulty in attracting sponsors.

National federations put more emphasis on poor corporate relationships, with 11 of them believing that the corporations in the Bahamas did not see the value in sponsoring them. Twelve of the 22 responding national federations complained that the bad economy contributed to the difficulty in attracting sponsors.

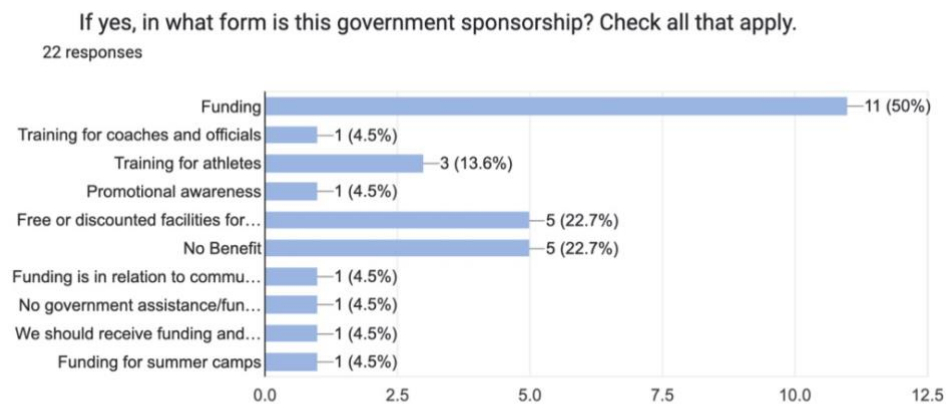
The surveys indicate a much closer relationship between sport organizations and the government, as sport organizations receive funding or other assistance from government at a much greater rate. For responding NFs, 72.7% of them said they benefited from the government's assistance in some way.

Figure 3. Many federations depend on government support.



Specifically, 11 of them had received direct funding. Five (22.7%) received free or discounted facilities for training or competition, three (13.6%) received training for athletes, and 1 (4.5%) reported receiving training for coaches and officials. Five of them (22.7%) reported they did not benefit at all from government aid.

Figure 4. Details on government assistance to NFs.



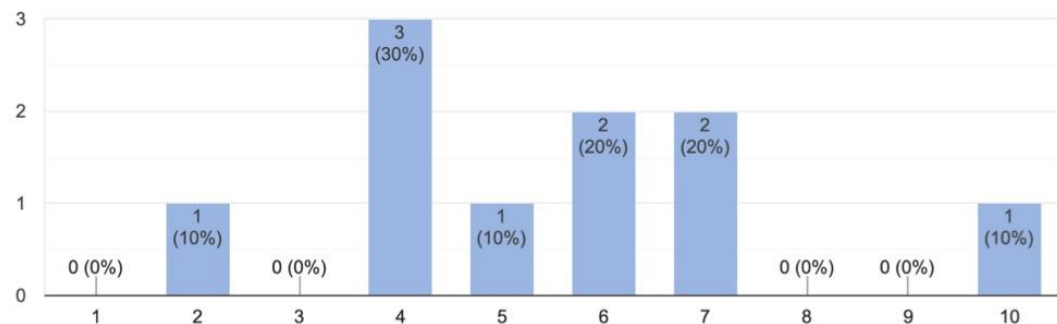
At the federation level, the relationship between sport organizations and the Olympic Movement is even closer, as 18 (81.8%) of the responding NFs have received direct funding from the Bahamas Olympic Committee. Meanwhile, 14 (63.6%) have accessed training for coaches and officials and 7 (31.8%) had training for athletes through the Bahamas Olympic Committee.

At the club level, the relationship is stronger with the Olympic Movement rather than the government. Eight of the 10 responding clubs said they did not benefit in any way from government aid. But five out of the 10 reported receiving training for coaches and officials while three out of the 10 said they accessed training for athletes through the BOC.

Figure 5. Clubs' overall estimated fan following.

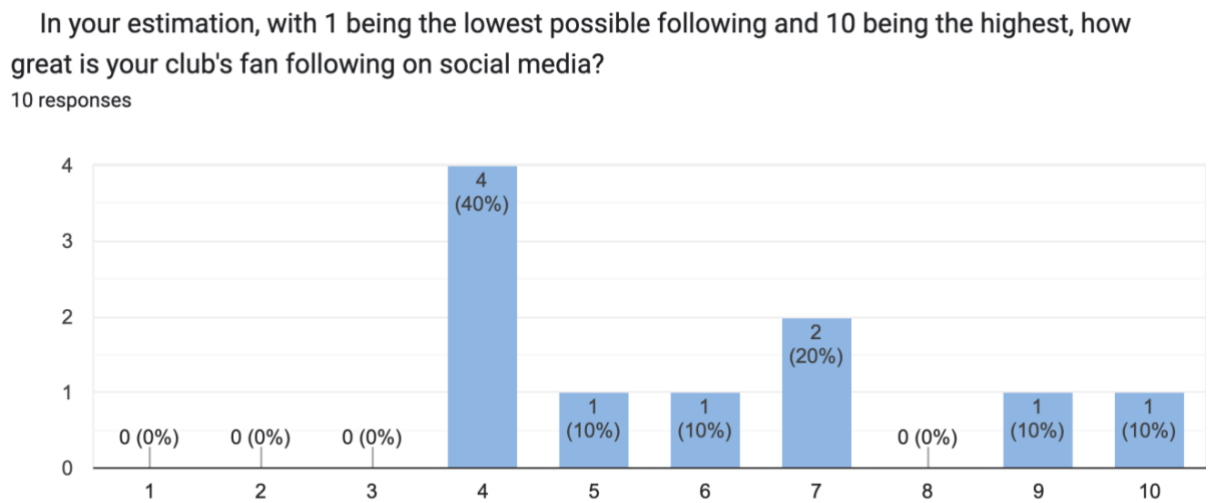
In your estimation, with 1 being the lowest possible following and 10 being the highest, how great is your club's overall fan following in the Bahamian context?

10 responses



In general, the fan following needed to be more attractive to sponsors was low for both clubs and NFs. On a scale of 1 to 10, with 10 being most engaging, clubs offered a mode average of 4 (3 clubs or 30%) for their overall fan engagement in the country. Specifically related to social media engagement, the clubs again gave themselves a mode average ranking of 4 (4 clubs or 40%). Similarly, the mode average ranking for overall fan engagement for NFs was 4 (6 NFs or 27.3%) and there was a tie at mode average rankings 4 and 6 (22.7% each) for social media engagement of NFs with their fans.

Figure 2. Clubs' estimated fan following on social media.



Sport Structures

Sport Organizations in the Bahamas have received funding and other benefits consistently through the structure of the Olympic Movement. According to Olympic Solidarity's final report for 2017-2020, more than \$500,000 was provided to the BOC for programs within the Bahamas during the quadrennial. The funding included \$168,000 in scholarships for athletes aiming to compete at Tokyo 2020. Olympic Solidarity also provided \$30,000 as a team support grant; \$45,000 as Continental Athlete support grants; \$8,937 for technical courses for coaches; and \$8,389 in Olympic scholarships for coaches. Another \$38,975 contribution subsidized athletes participating in the Youth Olympic Games; \$7,248 went toward international executive courses in Sport Management; and \$8,368 was given to stage workshops and sports fora.

Similarly, NFs benefited well through the sports structures set up under the government's tract. As noted earlier, 17 of the surveyed NFs reported benefiting

through their affiliation with the government, either by direct funding, training, or discounts.

Although the government's sports structure is considered separate and apart from the Olympic Movement's sport structure, there are connections between the two structures. The BOC complies with Section 5 of the Olympic charter's Article 27, which encourages NOCs to "cooperate with governmental bodies with which they shall achieve harmonious relations."

An executive of the BOC noted this cooperation was important in achieving many benefits for athletes and the NFs through which they train and compete. "Given the size of our population, obviously, if you have a guarantee from the government, that is always better," he said. "How much influence are we prepared to give the government, that is another thing because as a rule, we try to impose that there is a separation between government and (Olympic) sports. And I know that is an impossible accomplishment because you need the government's resources."

The BOC executive pointed out that some of government's assistance reaches athletes and NFs through the BOC. This is because the BOC receives an annual grant from the Bahamas' government. The grant varies in value from year to year, but is consistently in the tens of thousands of dollars. The funds are used to support athletes and NFs in various ways.

But the BOC executive believes government leaders, in general, do not understand the Olympic Movement and the importance of maintaining the autonomy of its sport

structure. He complained of what he perceived as attempts by government officials to influence the Olympic Movement in the Bahamas due to their misconception that government has the authority to make decisions on behalf of the BOC.

Despite the constant need to correct this misperception, he believed, attempts to formally weave the BOC into an advisory role for government sport entities are having positive results. As a statutory member of the National Sports Authority, the BOC has been able to influence issues to the advantage of sport organizations, the BOC executive said.

As an example of the influence, the BOC executive pointed out that the BOC recently brokered a deal in which the NSA would allow up to three complimentary events per year for the Athletics NF in the national stadium. However, a BOC representative was almost removed from the position of influence on the NSA board in 2021. The BOC executive pointed out that when the government announced the latest NSA Board in December 2021, the government named two statutory members as part of the nine-person board – the director of the Ministry of Sports and the general manager of the NSA. However, the third statutorily mandatory member – the BOC president or his/her representative – was not included.

The BOC executive cited these types of omissions and other decisions as examples of government authorities attempting to influence, minimize, or dictate to the BOC.

After a private discussion, the BOC president was added to the board. Despite difficulties, the BOC executive saw a lot of benefit to cooperating with the government.

Overall, the BOC executive was not pleased with the way sports are structured in the Bahamas. In addition to cooperation between the BOC and the Ministry of Sports, there needed to be cooperation between many other entities as well. In his view, this included schools through the Ministry of Education, and entrepreneurs who could drive sports profitability through private industry.

“Just like the international federations look for the brightest and the best, we have to follow suit,” he said. “Until we get there, I think, for the immediate solution to our dilemma, we will need the government’s support. So, if it says that the government must have a little more influence in sports, so be it, as long as they don’t mess with the (Olympic) governing structure.”

Legislative Tools

A former leader of the government’s sport structure agreed with the executive board member of the Olympic Committee that the Bahamas’ legislation surrounding sports should be examined for possible enhancements. Those enhancements should include considering the financial resources made available to athletes, coaches, and sport organizations, they believed.

“You have to do it one step at a time, but it really is a part of your national development plan,” the former government sports leader said. “You take sport on as an integral part of human capital. Then, all the other things obviously fall into place.”

The former leader of the government's sport structure said there should be a comprehensive and ongoing analysis of sport laws so that the entire "ecosystem" of sports in the Bahamas is considered as an "industry," like other industries are scientifically studied for improvement. "It is an industry," the former government sport structure leader said. "It is like the telecoms industry. It is like the computer industry. It does not stay still. Every year, everything is updated. So, you have to look at it as an industry. It has its own ecosystem. It has its own climate. It is relative to many things going on in the world."

The two sport structure leaders (government and Olympic Movement) agreed the national sport policy should be reviewed. In particular, the BOC executive pointed to the way in which sports are identified as core sports in the sport policy so that they would receive annual grants. Among other criteria, the national sport policy calls for Bahamians to have historical success in international competitions for a sport to be adopted as a core sport. The BOC executive believed this was a condition that would stifle the growth of many sports. The executive argued that the present criterion put many, smaller NFs in a catch 22: they need to reach international success in order to get sufficient funding from the government, but they would likely not experience international success because they never get access to enough funding.

"We always tie the success (of NFs) to the Olympic Games," the BOC executive said. "Well, the reality is we are less than 400,000, and in a highly technical sport, it is going to take a while for us to get an Olympic medal. So, we need to meet the sport organizations where they are and set up milestones that are achievable and still strong enough to see progress."

Both sport leaders acknowledged the limitations of the NSA but also defended what it has been able to deliver to the Bahamas' sport practitioners. The BOC executive pointed to a lack of marketing expertise on the staff of the NSA that did not allow the organization to effectively attract the type of events that would substantially improve its revenue. The BOC executive said: "Internationally, has NSA done a good job in bringing international games? No. That is true. But there is a challenge there. The NSA does not have the expertise to attract international competition. Where a lot of the international competitions come from is through the National Federations. (But) they don't report to the NSA. They report to the Ministry of Youth, Sports, and Culture."

The executive also supported introducing some sort of mechanism or regulations that restricted undue government inference in the operations of the NSA.

Although the NSA is funded in large part by the government, the former government sport leader said the NSA is set up to run independently of the government. The NSA ought not take day-to-day, operational directives from the Minister of Sports or others in government, according to the former government sport leader.

The former government sport leader addressed section 8(1) of the Sports Authority Act, which speaks to the directions that the Minister of Sports may give to the NSA. The former government sport leader's interpretation was that this section was limited to directions on policy matters that the Cabinet of the Bahamas may have concluded.

It does not extend to the daily operations of the NSA, in the view of the former government sports leader.

“On policy decisions,” the former government sports leader said, “that’s the only time Ministers intervene in your day-to-day operations. Policy decisions are made by Cabinet. We may get together and say ‘this is the direction the government is going in and how can we (NSA) support this directive so we can all move in the same direction?’ But we don’t interfere with them, day-to-day.”

Still, the former government leader did not support introducing regulations to accompany existing legislation. In the opinion of the government leader, it was more important to ensure that professional people, who understand good governance, are in place at the NSA and in government positions.

“As we get better at everything we are doing, we are going to practice something called good governance,” he said. “It’s good corporate governance. You go into a great bank, and they have good corporate governance. You walk into a great sporting organization, go to Manchester City or the New York Yankees, and they operate with good corporate governance. That means there are checks and balances to everything they are doing, and it is for efficiency, and the way you create efficiency is with transparency. That’s it. That’s leadership. The law isn’t going to get you that result. It is the kind of people who understand corporate governance, and we have to get better and better at it.”

Regarding international sport documents, the Canadian Sport Policy (CSP) differs from the Bahamas' National Sports Policy in its scope of cooperation between stakeholders and its level of detail in how stakeholders should work together.

The CSP acknowledges close cooperation between several layers of government and a variety of sport organizations and structures. According to the Executive Summary of the 2012 Canadian Sport Policy: "Over the past few decades in Canada, increasing collaboration between federal-provincial/territorial governments in sport demonstrated government's responsibility for articulating public policy, and culminated in the creation of a Canadian Sport Policy (CSP) in 2002 (Sport Canada, 2012, p. 2)."

The preamble of the Bahamas' Sports Policy affirms the Bahamas government's desire for a "cordial relationship" with the BOC, and "all other legitimate national and international sporting bodies" (Bahamas Government, 2011, p. 2). However, the substantive National Sports Policy is markedly central-government-focused, and little empowerment is given to local government bodies. According to the executive of the Olympic Committee, this shows in the lack of development of sports on Family Islands (islands outside of the main island of New Providence).

"Family Island sports started to deteriorate because they couldn't count on the little grants for their federations in terms of getting facilities up to speed," the executive said.

In addition, the CSP 2012's Policy Framework spells out in detail what type of organizations are envisioned to work together for Introduction to Sports, Recreational Sports, and Competitive Sports. The plan identifies a spectrum of sport sectors for integration into the framework: tourism, professional sport, private sector, municipalities and local governments, military and defense, media, justice, international affairs, infrastructure, health, culture, citizenship and immigration, and aboriginal affairs (Sport Canada, 2012).

No comparable detail of stakeholders is presented in the Bahamas' policy.

Furthermore, although the Bahamas' policy mentions that sports in the country is carried out at three levels (competitive, recreational, and passive), the policy skews heavily toward high performance competitions, with elite athletes and international competition being mentioned in 13 of the policy's 21 articles.

In regard to the Bahamas' comparison to the United States, home to several successful sport leagues, Green et al. (2013) point out that professional sport organizations have filled a void where there is not a defined national sport policy. As pointed out earlier, the Bahamas' central government has exerted great influence over the country's sporting landscape through the National Sports Policy. Its structure encourages sporting bodies to strive to be recognized as a core sport and receive annual grants from the government. This is reflected in the survey result showing 72.7% of surveyed federations receiving some sort of funding from the government.

The inclination of governments to assert influence rather than encourage private sector entrepreneurship may be reflected in the views of the former government sports

leader when asked if the NSA can truly be independent as long as it is funded by the government. “You will always need government support for these kinds of activities,” the former government leader said.

CONCLUSIONS

The research revealed ways Bahamian sport organizations may improve revenue generation through relationships, sport structures, and legislative tools.

Relationships

Since there is not a strong relationship between Bahamian sport organizations and the corporate world, financial inputs to sport organizations from businesses in the Bahamas are far from ideal. This dynamic must change for sport organizations to get a greater degree of investment from corporate entities. Enhancement of the relationships between sport organizations and corporate entities will create the environment for more revenue to go directly into NFs and clubs from the corporate bodies in the Bahamas.

It is hoped that the effects of these improved relationships will include greater sponsorship of federations and clubs, since previous research suggests that inclusion of relationship elements increase chances for sport organizations to secure sponsorship with the corporate world (Babiak & Thibault, 2008).

With 50 percent of the Bahamas’ surveyed NFs and 50 percent of the surveyed clubs believing that corporations do not see the value of sponsoring sports, finding

transactional benefits in return for sponsorship is always important. However, the need for relationships must not be lost, and a considered combination of transactional benefits and relationship satisfaction ought to be employed for gaining and maintaining sponsors. Better relationships with the corporate entities of the Bahamas could also increase the likelihood of executing naming rights for events and facilities. These relationships with corporations and with high net-worth individuals can result in the funding of more facilities such as the Betty Kelly Kenning Swimming Complex.

Enhancing relationships must not be limited to the corporate world, though. Sport organizations in the Bahamas must also work to improve their relationships with sport fans and the general public. Most sport organizations surveyed for this research admitted that their organization has little engagement with fans. With 16 out of 22 federations ranking their overall fan following below a 5 on a 10-point scale, and 6 out of 10 clubs ranking theirs at a 5 or below, it is clear that sport organizations must build fan awareness and enthusiasm. Kosciolek (2021) found rewards for crowdfunding were sometimes altruistic. Kosciolek concluded the seven main motivators for crowdfunding contributions could fall under four major categories. Two of the major categories were intrinsic-individual motivation (people want to help family and friends) and intrinsic-social motivation (people having an emotional engagement to a sports club). Even one of the extrinsic motivations - the phenomenon of people wanting to belong to a community (extrinsic-social motivation) - was tied to relationships.

Thus, Bahamian sport organizations must create emotional links to their fans, build loyalty, and constantly foster these relationships through public engagement strategies. In addition to aiding the ability to crowdfund, these efforts would help in ticket sales for competitions, in merchandising and licensing branded products, and in selling media rights.

Sport Structures

The Bahamas has a core sport structure that is reasonably effective. NFs and clubs report they have access to funding and training through the Olympic Movement and through the government's sport structure. However, the government and the BOC ought to enhance the core sport structure by cultivating several areas that presently are underdeveloped.

Specifically, attention must be paid to helping sports organizations acquire skills that will make them less reliant on government and Olympic funding. Through adding competencies in marketing, sport organizations can attract more revenue, besides what they are able to gain through the Olympic and governmental sport structures.

In addition, the Bahamas' overall sport structures must create closer synergies between all sport stakeholders. This will result in a sport structure resembling that of Canada, where the spectrum of collaboration between sport entities runs from introductory to recreational to high performance sport programs. Specifically in the Bahamas, the sporting programs of military and police organizations, tertiary institutions, and community clubs must be given more attention and better integrated into the wider national policy for sports.

Finally, greater involvement of private businesspersons should be encouraged to add to the sport structure. Entrepreneurial opportunities would likely enhance revenue for sport organizations while business entities maximize their own profits. Similar to the successful operations of many professional sports leagues in the United States, business opportunities lie in merchandising and media rights. Several popular high school competitions in the Bahamas, for example, have no live media coverage other than intermittent online streaming.

Organizations such as the Bahamas Association of Independent Secondary Schools (BAISS) could see media revenues from events such as its softball or track and field championships if private businesses purchase the media rights and arrange broadcast. Those private businesses will then make profits through their agreements with broadcasters. At the same time, businesses may purchase licensing rights for the sale of BAISS-member merchandise at these types of events.

Legislative Tools

The Bahamas' suite of sport legislation is ripe for review. There are several areas of legislation and policy, especially regarding factors determining funding and the amounts of funding, that could be enhanced through a review.

In some cases, accompanying regulations can be adopted to reinforce the spirit of the legislation. In some cases, such as ways in which government personalities interact with sport entities, this could safeguard the independence of sporting organizations, like the NSA.

RECOMMENDATIONS

Greater revenue for sport organizations in the Bahamas may be realized in a number of instances. This may be achieved through correcting deficiencies in relationships, sport structures, and legislative tools and by maximizing opportunities in these areas.

Table 2. Recommended actions for earning greater revenue for sport organizations in the Bahamas.

Priority	Recommendation	Action	Lead	Resources	Timescales	Critical success factors
1	Convene a series of BOC special assemblies	Examine Sports Legislation and get suggestions for changes from NFs. Agree on suggested changes, including the list of core and developing sports	President	Time Expert on legislation	Oct 2022 – March 2023	Consensus on suggested changes
2	Request that the government convene a National Sports Leaders Conclave	Formally request changes to National Sports Policy, including adding annual grants for “developing” federations	President	Time	May 2023	Conclave’s approval of recommendations Government’s approval of recommendations
3	Petition the government to review all sports laws	Suggest amendments, including establishing	President	Time	June 2023	Regulations restricting Ministry of Sports

		regulations to accompany the Sports Authority Act				interference with NSA Agreement to move NSA toward more autonomy
4	Assist NSA with Marketing training	Research appropriate marketing training courses and provide NSA with the information	VP – Marketing	Time	June 2023	Key NSA personnel attend Marketing courses
5	Provide NSA with a list of regional, continental, and world championships that NFs are willing and able to host	Provide details on how NSA can work with federations for maximum financial outcomes	VP- Marketing	Time	August 2023	Selection of viable events. Bid planning.
6	Recommend that NSA enters long-term leases with tenants for spaces at their sporting facilities so that NSA earns more revenue, becoming less reliant on central government	Recommend steps for reaching the arrangements Suggest tenants	President VP - Marketing	Time	August 2023	NSA Board's decision to pursue lucrative food franchise leases
7	Conduct Marketing Seminars for NFs	Arrange instructions in best practices in sponsorship, crowdfunding , social media,	VP – Marketing Treasurer	Time Funds for venue Stipend for expert presenters	October 2023	Greater Fan engagement on social media More tickets sold at sporting events Greater levels of sponsorship

8	Organize a meeting with Ministry of Sports on the Bahamas' sport structure	Discuss how to engage stakeholders and how to formally recognize the country's comprehensive sport structure	President	Time Funds for venue	Nov 2023	Consensus on stakeholders and how to embrace them
9	Organize a sport entrepreneur workshop for business community	Engage entrepreneurs about business opportunities within the sport community	VP – Marketing Treasurer	Time Funds for venue	Jan. 2024	Greater entrepreneurial investment in sports

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ABSTRACT

Little study has gone into identifying the obstacles that prevent sport organizations in the Bahamas from earning enough revenues to sustain healthy programs. This research aims to identify those obstacles and to determine ways that National Federations and sport clubs can overcome them, with the help of the Bahamas Olympic Committee.

Possible revenue enhancements were examined over three main categories – sport relationships, sport structures, and legislative tools. Sport organizations revealed their revenue successes and limitations through surveys. Documents were studied, and Bahamian sport leaders provided observations of how more revenue can be generated.

The overarching conclusion of this research is that sports legislation and policies are good in the Bahamas, but a comprehensive review is needed to ensure they meet contemporary needs, including proper funding for organizations. Simultaneously, Bahamian sport organizations must use their business relationships and sport structures to build the resources they need to bolster their revenue.

RÉSUMÉ

Peu d'études ont été consacrées à l'identification des obstacles qui empêchent les organisations sportives des Bahamas de gagner suffisamment de revenus pour soutenir leurs programmes. Cette recherche vise à identifier ces obstacles et à déterminer les moyens par lesquels les fédérations nationales et les clubs sportifs peuvent les surmonter avec l'aide du Comité olympique des Bahamas.

Les améliorations possibles des revenus ont été examinées dans trois catégories principales – les relations sportives, les structures sportives et les outils législatifs. Les organisations sportives ont révélé leurs réussites et leurs limites en matière de revenus au moyen de sondages. Des documents ont été étudiés et des dirigeants sportifs des Bahamas ont fourni des observations sur la manière dont davantage de revenus peuvent être générés.

La conclusion générale de cette recherche est que la législation et les politiques sportives sont bonnes aux Bahamas, mais un examen complet est nécessaire pour s'assurer qu'elles répondent aux besoins contemporains, y compris un financement approprié pour les organisations. Simultanément, les organisations sportives des Bahamas doivent utiliser leurs relations commerciales et leurs structures sportives pour créer les ressources dont elles ont besoin pour augmenter leurs revenus.

APPENDIX I

MEMOS XXIV
Survey for Bahamas National Federations

1. Does your national federation have at least 1 sponsor?

Yes No

If yes, how many sponsors do you have?

A. 1

B. 2

C. 3

D. More than 3

2. On a scale from 1 to 10, with 1 being the least important and 10 being most important, rank how important each factor is to your federation in getting and keeping your sponsor.

- | | |
|---|-------------------|
| A. The sponsor thinks of my federation as dependable | 1 2 3 4 5 6 7 8 9 |
| 10 | |
| B. The sponsor thinks of my federation as trustworthy | 1 2 3 4 5 6 7 8 9 |
| 10 | |
| C. The federation carries out good office procedures | 1 2 3 4 5 6 7 8 9 |
| 10 | |
| D. The federation has budgeting/accounting skills | 1 2 3 4 5 6 7 8 9 |
| 10 | |
| E. The federation has strong leadership skills | 1 2 3 4 5 6 7 8 9 |
| 10 | |
| F. The federation has strong computer literacy | 1 2 3 4 5 6 7 8 9 |
| 10 | |
| G. Being attentive to the sponsor | 1 2 3 4 5 6 7 8 9 |
| 10 | |
| H. Being friendly with the sponsor | 1 2 3 4 5 6 7 8 9 |
| 10 | |
| I. Responding to the sponsor in a timely manner | 1 2 3 4 5 6 7 8 9 |
| 10 | |
| J. The federation employs project management | 1 2 3 4 5 6 7 8 9 |
| 10 | |

3. Whether you have sponsors or not, what obstacles to obtaining sponsors have you experienced?

- A. Too much competition for sponsors
 B. Bad economy

- C. Corporate world does not see the value
- D. My federation has not pushed hard enough for sponsorship

4. In your estimation, with 1 being the lowest possible following and 10 being the highest, how great is your federation's fan following?

1 2 3 4 5 6 7 8 9 10

5. Which of these revenue-generating activities has your federation tried? Check all that apply.

Member dues
Sponsorship
Receiving donations
Bake sales
Raffles
Ticket sales for competitions
Car washes
Naming rights for facilities
Naming rights for events
Crowdfunding
Merchandising
Licensing for Merchandise
Selling media rights

6. How helpful would it be to your federation to engage in more revenue-earning activities?
- A. Not helpful
 - B. Somewhat helpful
 - C. Very helpful
 - D. The help is desperately needed
7. What obstacles prevent your federation from engaging in more revenue earning activities?
- A. Lack of seed resources
 - B. Lack of technical/marketing expertise
 - C. Unwilling partners
 - D. Lack of assets
8. Is your federation's growth and performance hindered by lack of revenue?
- Yes No
9. Is your federation affiliated in any way with the Olympic movement?
- Yes No
10. If yes, how has your federation benefited from your affiliation with the Olympic Movement? Check all that apply.
- A. Received funding
 - B. Received training of coaches and/or officials
 - C. Received training for athletes

- D. Received promotional awareness
- E. Other
- F. No benefits

11. Does your federation benefit from government assistance in any way?
Yes No

12. If yes, in what form is the government sponsorship? Check all that apply.

- A. Funding
- B. Training for coaches and officials
- C. Training for athletes
- D. Promotional awareness
- E. Free or discounted facilities for training and/or competition
- F. Other
- G. No benefits

13. How satisfied is your federation with its annual revenue?

- A. Not satisfied
- B. Marginally satisfied
- C. Satisfied
- D. Very Satisfied

APPENDIX II

MEMOS XXIV
Survey for Bahamas Clubs

14. Does your club have at least 1 sponsor?

Yes No

If yes, how many sponsors do you have?

E. 1

F. 2

G. 3

H. More than 3

15. On a scale from 1 to 10, with 1 being the least important and 10 being most important, rank how important each factor is to your club in getting and keeping your sponsor.

K. The sponsor thinks of my club as dependable 10	1 2 3 4 5 6 7 8 9
L. The sponsor thinks of my club as trustworthy 10	1 2 3 4 5 6 7 8 9
M. The club carries out good office procedures 10	1 2 3 4 5 6 7 8 9
N. The club has budgeting/accounting skills 10	1 2 3 4 5 6 7 8 9
O. The club has strong leadership skills 10	1 2 3 4 5 6 7 8 9
P. The club has strong computer literacy 10	1 2 3 4 5 6 7 8 9
Q. Being attentive to the sponsor 10	1 2 3 4 5 6 7 8 9
R. Being friendly with the sponsor 10	1 2 3 4 5 6 7 8 9
S. Responding to the sponsor in a timely manner 10	1 2 3 4 5 6 7 8 9
T. The club employs project management 10	1 2 3 4 5 6 7 8 9

16. Whether you have sponsors or not, what obstacles to obtaining sponsors have you experienced?

E. Too much competition for sponsors

- F. Bad economy
- G. Corporate world does not see the value
- H. My club has not pushed hard enough for sponsorship

17. In your estimation, with 1 being the lowest possible following and 10 being the highest, how great is your club's fan following?

1 2 3 4 5 6 7 8 9 10

18. Which of these revenue-generating activities has your club tried? Check all that apply.

- Member dues
- Sponsorship
- Receiving donations
- Bake sales
- Raffles
- Ticket sales for competitions
- Car washes
- Naming rights for facilities
- Naming rights for events
- Crowdfunding
- Merchandising
- Licensing for Merchandise
- Selling media rights

19. How helpful would it be to your club to engage in more revenue-earning activities?

- E. Not helpful
- F. Somewhat helpful
- G. Very helpful
- H. The help is desperately needed

20. What obstacles prevent your club from engaging in more revenue earning activities?

- E. Lack of seed resources
- F. Lack of technical/marketing expertise
- G. Unwilling partners
- H. Lack of assets

21. Is your club's growth and performance hindered by lack of revenue?

- Yes
- No

22. Is your club affiliated in any way with the Olympic movement?

- Yes
- No

23. If yes, how has your club benefited from your affiliation with the Olympic Movement? Check all that apply.

- G. Received funding
- H. Received training of coaches and/or officials

- I. Received training for athletes
- J. Received promotional awareness
- K. Other
- L. No benefits

24. Does your club benefit from government assistance in any way?

Yes No

25. If yes, in what form is the government assistance? Check all that apply.

- H. Funding
- I. Training for coaches and officials
- J. Training for athletes
- K. Promotional awareness
- L. Free or discounted facilities for training and/or competition
- M. Other
- N. No benefits

26. How satisfied is your club with its annual revenue?

- E. Not satisfied
- F. Marginally satisfied
- G. Satisfied
- H. Very Satisfied

APPENDIX III

**MEMOS XXIV
(Executive Masters in Sport Organization Management)****Earning Greater Revenue
For Sustainable Sport Programs and Facilities in the Bahamas****Survey for Bahamas National Federations****Consent Form**

The purpose of this study is to address chronically insufficient funding for sport in the Bahamas by using relationships, sport structures, and legislation.

This study is conducted by Mr. Clarence Rolle, Bahamas Olympic Committee, who may be contacted at bahamaswrestling@gmail.com or 826-6388. It is supervised by Prof. Milena Parent, University of Ottawa, milena.parent@uottawa.ca

This study is important because it may will allow more sport organizations to serve more athletes over a longer period of time. This will combat social issues by providing alternatives for at-risk youth, and it will bring economic improvements by allowing clubs and organizations to sustain themselves financially.

Your participation in this study includes answering a 10-minute questionnaire.

There are no risks to your participation that go beyond your normal daily activities. Your participation is voluntary, and you may withdraw at any time without fear of reprisal by your organization or the Bahamas Olympic Committee.

Your information will be kept confidential; only Mr. Clarence Rolle and his MEMOS project supervisor, Prof. Milena Parent, will have access to the data. Responses will also be kept anonymous as they will be aggregated for the final report.

Project data will be securely kept on Mr. Rolle's password-protected computer. After 5 years, all data will be securely deleted.

By completing this questionnaire, you agree to participating in the study.

Should you have any questions, please contact the principal investigator, Mr. Clarence Rolle, at bahamaswrestling@gmail.com or 826-6388.

Thank you.

APPENDIX IV

**MEMOS XXIV
(Executive Masters in Sport Organization Management)****Earning Greater Revenue
For Sustainable Sport Programs and Facilities in the Bahamas****Survey for Sport Clubs****Consent Form**

The purpose of this study is to address chronically insufficient funding for sport in the Bahamas by using relationships, sport structures, and legislation.

This study is conducted by Mr. Clarence Rolle, Bahamas Olympic Committee, who may be contacted at bahamaswrestling@gmail.com or 826-6388. It is supervised by Prof. Milena Parent, University of Ottawa, milena.parent@uottawa.ca

This study is important because it may will allow more sport organizations to serve more athletes over a longer period of time. This will combat social issues by providing alternatives for at-risk youth, and it will bring economic improvements by allowing clubs and organizations to sustain themselves financially.

Your participation in this study includes answering a 10-minute questionnaire.

There are no risks to your participation that go beyond your normal daily activities. Your participation is voluntary, and you may withdraw at any time without fear of reprisal by your organization or the Bahamas Olympic Committee.

Your information will be kept confidential; only Mr. Clarence Rolle and his MEMOS project supervisor, Prof. Milena Parent, will have access to the data. Responses will also be kept anonymous as they will be aggregated for the final report.

Project data will be securely kept on Mr. Rolle's password-protected computer. After 5 years, all data will be securely deleted.

By completing this questionnaire, you agree to participating in the study.

Should you have any questions, please contact the principal investigator, Mr. Clarence Rolle, at bahamaswrestling@gmail.com or 826-6388.

Thank you.

APPENDIX V

MEMOS XXIV
(Executive Masters in Sport Organization Management)

Earning Greater Revenue
For Sustainable Sport Programs and Facilities in the Bahamas
Interview Consent Form

The purpose of this study is to address chronically insufficient funding for sport in the Bahamas by using relationships, sport structures, and legislation.

This study is conducted by Mr. Clarence Rolle, Bahamas Olympic Committee, who may be contacted at bahamaswrestling@gmail.com or 826-6388. It is supervised by Prof. Milena Parent, University of Ottawa, milena.parent@uottawa.ca

This study is important because it will allow more sport organizations to serve more athletes over a longer period of time. This will combat social issues by providing alternatives for at-risk youth, and it will bring economic improvements by allowing clubs and organizations to sustain themselves financially.

Your participation in this study includes participating in an interview that should not last more than one hour. The interview will be audio recorded to ensure accuracy of statements. If you choose, you will have the opportunity to review a transcript of your interview before its use in the data analysis. However, if you do not wish to be recorded, the principal investigator will simply take notes during the interview.

There are no risks to your participation that go beyond your normal daily activities. Your participation is voluntary, and you may withdraw at any time without fear of reprisal by your organization or the Bahamas Olympic Committee.

Your information will be kept confidential; only Mr. Clarence Rolle and his MEMOS project supervisor, Prof. Milena Parent, will have access to the data. Unless you indicate otherwise (e.g., if you want your name to appear in any quotations), your responses will be kept anonymous if they are used in the final project report. Only a general pseudonym will be used like “Participant 1.”

Project data will be securely kept on Mr. Rolle’s password-protected computer. After 5 years, all data will be securely deleted.

Should you have any questions, please contact the principal investigator, Mr. Clarence Rolle, at bahamaswrestling@gmail.com or 826-6388.

Thank you.

Agreement to participate

I, _____, agree to participate in the study and to be audio-recorded.

I, _____, agree to participate in the study but not to be audio-recorded.

Participant's signature:

Date:

Principal investigator's signature:

Date:

Please return the signed document to Mr. Clarence Rolle and keep a copy for your records.