

### **Interview schedule**

#### **Where commerce and culture connect? Corporate governance and social capital in the global era: the case of the Australian Football League**

- Semi-structured interviews
- Specific questions will be drawn from this list depending on the particular interviewee

#### **Background questions (ask at end of interview)**

- Name
- Gender
- Age range
- Name of organisation
- Position description
- Length of time at specific organisation
- Length of time in football industry
- Background in football (education; football experience; how came to present position)

#### **Questions about ‘commerce and culture’**

##### **Overview questions**

- Can you tell us what you think the key role(s)/mission of your football club/organisation is today?
- In an ideal world, what would you see as the key role(s)/mission of a football club?
- What would you identify as some of the most significant elements of your organization that you think other sporting codes, both in Australia and overseas, could learn from?
- Are there any initiatives/strategies implemented in other codes locally or overseas that you would like to see adopted in football/in your organization?
- How do you measure whether or not your organization is successful? What factors influence whether or not your organization is successful?

## **Club organization**

- What are the responsibilities associated with your position within your organization?
- Where do you look to get ideas about your position/role in the club? (Eg overseas experiences; other codes; other clubs; business literature; other people in organisation)
- What resources do you have to fulfil your duties?
- Who would you identify as the key individuals/decision makers in your organisation? What roles do they fulfil? How would you characterise the relationships between the different people in your club (eg cooperative; hierarchical)?
- How are decisions in your organization made about the direction that the club is to take (eg top-down; consultation; committee)? Is there a strategic plan, and how has it been implemented?
- Do you think your organization is free to decide the direction it wants to go in, or are there other actors/organizations/individuals who have an influence?
- What would you identify as the defining features/characteristics/values of your club? How is your organization similar to/different from other clubs?
- What would you identify as the key characteristics/values of a successful football club?

## **Commercial aspects**

- There is a lot of discussion in the media about the commercialisation of football. Do you think football has become/is becoming commercialised? How would you define commercialisation? Which are the key organizations involved in this process? What is your take on this process (ie good or bad/mixed)?
- Some commentators on football argue that increasingly it is becoming part of the entertainment industry, competing not only with other sports, but with movies, etc for the attentions of supporters/consumers. What do you think? How well do you think football has responded to these challenges?
- In terms of competition for scarce resources (eg consumer \$s), who do you think football is in competition with? (Other codes? International sport? Other parts of entertainment industry?).
- What do you think is the role of the media in contemporary football? Could elite level football exist without the media?

## **Club relations**

- How would you characterise the relationship between your club and the broader community? Has your club been involved in any community-based initiatives? What is the purpose of such initiatives?
- How would you characterise the relationship between your club and your members and supporters? What services do you provide your supporters/members?
- How would you characterise the relationship between your club and other clubs? Is there any difference depending on where the club comes from?
- How would you characterise the relationship between your club and the AFL?
- What is your general impression of the role that the AFL fulfils (eg salary cap; draft; racism; national competition)? How could it be improved (if at all)?
- Do you ever need to think about government policy in your daily work, for example, around competition law?
- When you think about these different type of organizations involved in football (eg media, AFL, sponsors, etc), do you think any are more influential than the others? Why?
- In the UK, the government developed a Football Task Force that recommended the establishment of an external regulator of soccer, to oversee process including commercialisation, club management, kicking out racism, etc. Do you see any similar role for government, or a regulator, to oversee aspects of football in Australia?

## **Forward thinking questions**

- What are the key challenges that you think are facing football in the next 5 years?
- What are the key challenges that you think are facing your club in next 5 years?