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**‘An Evaluative Study To Establish
Whether There Is The Potential To Apply
Postcode Analysis For Talent
Identification In Sport’.**

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List of Abbreviations:**Abbreviation**

Talent Identification

TID

Rugby Football Union

RFU

German Democratic Republic

GDR

Queensland Academy of Sport

QAS

Abstract

Talent identification is a respected area within sport generally, with methods being used to identify talent since the 1970s in the eastern bloc countries. In recent years, talent identification methods have improved with sporting organisations having to continuously develop to remain competitive. This research project seeks to establish whether there is the potential to apply postcode analysis for talent identification in sport. This study will identify talent identification methods used both currently, and in the past; marketing research and the potential of postcode analysis.

Sport organisations need to continuously develop and improve their methods to remain competitive as the sporting environment is continuously changing and adapting. Sport organisations need to be proactive in their search if they want to unearth talent. Market research enables decision makers to know and understand their consumers which, in turn, will enable them to be better prepared to deliver a satisfactory product or service.

Primary research was gathered in the form of semi structured interviews, and this qualitative data was analysed using grounded theory analysis which involves data reduction, data display and drawing and verifying conclusions. The findings from the primary research identified that sport organisations have the data required to conduct postcode analysis but the use of the information is not being used effectively. There is the potential to apply postcode analysis for talent identification in sport. As more effective information becomes available, it will aid the management decision making process of identifying segments where potential talent could be unearthed. It will also ensure that talent is not missed

A future development to this study could be to develop a working model, where a researcher will use an organisation's postcode data and present its findings i.e. postcode mapping of talent, colour categories of athletes and geodemographic segmentation to identify the potential of postcode analysis which could then be presented to a sample to highlight this method's potential.

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Chapter I

Introduction

1.0. Introduction

In sport, the attainment of excellence is the primary goal of many individuals, spectators marvels at expert performance, coaches endeavour to nurture their protégés towards new heights of achievement and athletes aspire to reach greatness (Williams and Reilly, 2000)

Sport is a competitive environment which is forever changing, sport organisations need to continue adapt and be pro-active to improve their methods and remain competitive. Talent identification aims to identify potential athletes by assessing whether they have the particular qualities to succeed in a particular sport. The more accurate information means better decisions, decision makers need information on consumers to be able to be proactive and solve problems.

This research project sets to establish whether there is a potential to apply postcode analysis for talent identification in sport. In seeking the answer to this research question the researcher will review literature on subjects surround this area which include market research, postcode research, talent identification models and methods used by sport organisations.

The reason for this study is that there are cases where talent is not being identified and is slipping through the net, sport organisations want to unearth potential talent and the more information available on talent and the surrounding subjects could be the catalyst to unearth this potential talent. Postcode analysis is used a lot in the retail sector to determine who their customers are, where they are located and what products they buy into, is there the potential to apply this method for talent identification in sport. The more accurate information effectively used allows management to make informed decisions to deliver a satisfactory product or service.

The framework for this study will see qualitative primary research being obtained using semi structured interviews; where carefully selected questions will be asked to seek the information that is required to identify whether there is a potential to apply postcode

analysis for talent identification in sport. The sample will be made up of experienced individuals with insider's knowledge from within sporting organisations and market research companies. The primary research will be critically analysed using the grounded theory approach to identify the findings and these findings will be integrated into a thematic grid where these findings will be discussed to obtain a final conclusion.

Chapter III

Methodology

3.0. Methodology

3.1. What is Research

Faced with many definitions, descriptions and conceptions of research by many different academics, Walliman and Baiche (2005) state that research is a term loosely used in everyday speech to describe a multitude of activities, such as collecting masses of information, delving into esoteric theories, and producing wonderful new products. Whereas a number of different academics describe research in a much more systematic approach (Burns, 2000, Gratton and Jones, 2004, Punch, 2006). For example Burns (2000) identifies that research can be seen as a systematic investigation to find answers to a problem. To answer proposed questions, empirical information is used. Punch (2006) describes research as an organised, systematic and logical process of inquiry, using empirical information to answer questions (or test hypothesis). Research can be described as a systematic process of discovery and advancement of human knowledge. (Gratton and Jones, 2004).

Punch (2006) describes that the central role of research questions has four main features:

- Framing the research in terms of research questions
- Determining what data are necessary to answer those questions
- Designing research to collect and analyze those data
- Using the data to answer the questions

By simply reading research articles, an understanding of research can be developed without necessarily being able to produce a clear, unambiguous definition. Gaining an understanding, along with a personal interest in research, is more important to a researcher (Gratton and Jones, 2004).

Walliman and Baiche (2005) note a number of characteristic of research.

These include the following:

1. Research is generated by a question

2. Research necessitates clarification of goal – without a clear statement of objectives and what is intended to be done, the research cannot be successful.
3. It entails a specific programme of work – research needs to be carefully planned in order to achieve its objectives and reach conclusions.
4. Research is aimed at increasing understanding by interpreting facts or ideas and reaching some conclusions about their meaning.
5. It requires reasoned argument to support conclusions
6. Research is reiterative in its activities.

Gratton and Jones (2004), Bush and Burns (1998) suggest that research is more than simply searching for facts. It has been suggested that research is a systematic investigation to answer a question. Many people associate research simply with methods of data collection such as interviews. Data collection is just one part of the wider process.

3.2. Research Methods

Research Methods are the vehicles and processes used to gather data (Wiska, 2008).

The research process is a six step process consisting of problem definition, development of an approach to the problem, research design developed, fieldwork or data collection, data preparation and analysis, report preparation and presentation. (Bush and Burns, 1998).

The reasons for choosing particular data collection and analysis methods are always determined by the nature of what you want to find out. (Walliman, 2005).

To obtain data one can use either qualitative or quantitative research, or a mixture of both of these methods. Qualitative research tends to work with a relatively small sample size; however qualitative research has been frequently used when the focus is understanding people and their actions or behaviour which is the context of this research (Walliman,

2004). Silverman (2005) proposes that qualitative researchers are prepared to sacrifice scope for detail. Silverman (2005) cites Dentin and Lincoln's research that some researchers believe that qualitative methods can provide a 'deeper' understanding of social phenomena than would be obtained from purely quantitative data.

Quantitative research uses numerical analysis to measure social phenomena to provide 'facts' (Gratton and Jones, 2004). The instruments used to collect quantitative data as proposed by Punch (2006) are questionnaires, standardised measuring instruments and ad hoc rating scales. We get quantitative data from counting, scaling or both and qualitative data will most likely be words, which are obtained by interviews, observation and documents (Punch, 2006). It can be said that different data has different characteristics, but it also requires different techniques for analysis in the form of either qualitative or quantitative research (Walliman, 2005).

Bryman and Burgess (1999) state the following methods are viable means of gathering qualitative data.

- Participant Observation
- Interviewing
- Focus Groups
- Life History and Oral History
- Documentary Research
- Diaries
- Conversation and Discourse Analysis

The researcher is the instrument for data collection. Creswell (1998) suggests that one undertakes qualitative research in a natural setting where the researcher is an instrument of data collection who gathers words, analyses them inductively, focuses on their meaning, and describes a process that is expressive and persuasive in language.

Quantitative research is empirical research where the data are in the form of numbers as implied by Punch (2006). This data is collected using inanimate objects, for example pen

and paper (Gratton and Jones, 2004). Research can consist of either primary research or secondary research. Primary research is as near to the truth as we can get about events, situations or things (Walliman, 2004).

3.3. Research Design

Research design is the overall plan for a piece of research (Punch, 2005). To gain an insight and answer to the research question, an appropriate research design is constructed to obtain the best possible results. The decision to collect either quantitative or qualitative data depends upon the nature of the research question and the objectives of your research (Gratton and Jones 2004). Wiska (2008) suggests that different disciplines tend to favour different methodologies where the research is dictated by the kind of information one wishes to discover and the ultimate outcomes of the research. For example, in order to gather sufficient information to answer the research question, the decision to obtain qualitative data was made as it can provide an insider's perspective into the area being researched. The methods used to gather data is highlighted below in section 3.3.2.

3.3.1. Interviews

The chosen research method is to conduct semi structured interviews to gather qualitative data. Qualitative research in the form of semi-structured interviews were most appropriate for the research question because there was a need to gain information based on emotions, feelings, experiences, insider experience, privileged insights and experiences (Wiska, 2008). The selection of the most appropriate method of interviews is sample specific and the type of information in which the research wants to gain. The choice to adopt the interview method is supported by Gillham (2000) and Burns (2000) who implies that the interview process is appropriate if:

- a small number of people are involved

- Most of the questions are ‘open’ and require an extended response with prompts and probes
- Research aims mainly require insight and understanding
- People are accessible

Dawson (2002) suggests that semi-structured interviews are the most common interview technique used in qualitative research. This is because interviews give one the opportunity to meet the subjects of their research. They can provide both the detailed information you set out to collect and some fascinating contextual or other information (Wiska, 2008).

This method was chosen because of the need to gather opinions, experience, insider knowledge and feelings of the selected sample. The research question aims to gain and insight and understanding from a relatively small sample.

The use of prompts and probes for this questionnaire were used, Gillham (2000) describes probes as supplementary questions or responses which you use to get the interviewees to feed you more information.

In conducting these interviews a Dictaphone was used to record the interview and an information sheet was provided to ensure the participant was aware of the research project aims and objectives. Alongside the information sheet, an informed consent form was provided (See Appendix) to ensure the sample were aware of what was involved and had a firm understanding of the research project.

Arranging for all the interviews to be conducted in a quiet, isolated environment helped to ensure that the interview participants had no external influences, distractions or threats to which could influence their answers. The sample of interviewees was drawn from people with user knowledge, who have experience of the area of research.

The interview participant has been kept anonymous within the research; only the job title will be stated. The subject was advised that they could withdraw at anytime from the interview and that they could take a break whenever they needed (Seale, 2004).

All the interviews were kept constant in terms of using the same questions for each participant. The interview process was kept the same to ensure that each participant had the same format.

Golafshani (2003) highlighted Lincoln and Guba (1985) research, ensuring that the researcher maintained consistency throughout the research process, maintained a neutral stance and a credible sample were used to research helped to ensure reliability. Also conducting a pilot study helped to build validity and reliability by ensuring best practice was achieved during this stage.

3.3.2. Pilot Study

A pilot study is concerned with getting the questions right rather than getting the interview right (Gillham, 2000). He also states that piloting is a dress rehearsal which includes all the elements of the real thing. It is known that there is a lot more to interviewing than asking questions, understanding how to manage an interview and make it work under control so one feels reasonably confident requires practice (Gillham, 2000). It can be said that it is best to test it on people of a type similar to that of the intended sample, so as to anticipate any problems of comprehension or other sources of confusion (Walliman and Baiche, 2001).

Within the research design a pilot study was conducted to test the questions and to check whether they were appropriate for the area of study and to make amendments if needed. A pilot study improves validity of the study by ensuring appropriate instrumentation. Cohen et al. (2007) describe that in qualitative research, data validity might be improved through careful sampling, appropriate instrumentation and appropriate statistical treatment of the data. The pilot study identified areas of the interview which need addressing, for example there was a need to ensure the sample understood all the questions prior to beginning the interview to avoid any confusion. For the pilot study the interviewee was chosen on the basis that they have similar background characteristics,

and are in a similar field to those who will be interviewed for the study. The pilot study had a number of outcomes which included ensuring that the researcher used the correct interviewing technique and made appropriate changes to the questions. The use of prompts and probes was developed from the pilot study

3.3.3. Sample

The sample consisted of experienced insiders from a number of different sporting organisations across Wales and also Marketing Research professionals.

Governing Body A (Interview A) - is a Chief Executive Officer of a Governing Body in Wales who provides the link between staff and volunteers, manages the business and liaises with all funding partners.

Governing Body B (Interview B) - Is a Chief Executive Officer of a Governing Body in Wales, the subject has been with this organisation since 2004 and has held other senior positions within Welsh and British organisations.

Governing Body C (Interview C) - Head Coach of a Welsh International Team also played for Wales and has been involved with the sport for over 30 years.

Regional Professional Team (Interview D) - This interview was with the Regional Performance Manager, who coaches and manages the regional academy, also has been involved with this Professional team since 2003.

Regional Professional Team (Interview E) - This interview was with the Regional Performance Development Manager, who coaches and manages the regional academy and manages the development team.

Market Research Professional (Interview F) – Interview held with a market research professional from an International Marketing Research Company.

This sample was chosen because of their vast experience within their sport and their depth of knowledge in their particular domain. This was beneficial in gaining an insight and understanding into the emotions, feelings, opinions and knowledge of their sector. The sample was carefully chosen for their ability to provide detailed insider experience from a number of different organisations from both sides (sport organisation and marketing research company).

3.3.4. Validity and Reliability

Golafshani (2003) cites Patton's (2001) research that validity and reliability are two factors which any qualitative researcher should be concerned about while designing a study, analysing results and judging the quality of the study. Validity is an important key to effective research. Cohen et al., (2007) identifies Winter's research that qualitative data validity might be addressed through honesty, depth, richness and scope of the data achieved, the participants approached, the extent of triangulation and the disinterestedness or objectivity of the researcher. With qualitative data, validity might be improved through careful sampling, appropriate instrumentation and appropriate statistical treatments of the data (Cohen et al., 2007).

Cohen et al., (2007), Cohen and Manion (1994) suggest the most practical way of achieving greater validity is to minimize the amount of bias. These sources of bias are the characteristics of the interviewer, the characteristics of the respondent, and the substantive content of the questions. More particularly:

- The attitudes, opinions and expectations of the interviewer.
- A tendency for the interview to seek answers that support preconceived notions.
- Misperceptions on the part of the interviewer of what the respondent is saying.
- Misunderstandings on the part of the respondent of what is being asked.

Interviewees may reduce his or her willingness to 'open up' to an interviewer if the dynamics of the interview are too threatening, taking the role of the 'defended subject'

(Cohen et al., 2007). Another way to reduce bias is ensuring that there has been a careful formulation of questions so that the meaning is crystal clear (Cohen and Manion, 1994)

3.4. Analysing the Data

There is no single right way to do qualitative data analysis (Punch, 2005). He also suggests that the analysis of data needs to be systematic, disciplined and able to be seen (as in ‘transparent’) and described.

The approach taken to analyse the data is Grounded Theory and an also the approach adopted by Miles and Huberman which is called ‘transcendental realism’. Punch (2005) cites Miles and Huberman’s approach by having three main components:

- Data Reduction
 - Punch (2005) states that data reduction in the early stages happens through editing, segmenting and summarizing the data, in the middle stages it happens through coding and memoing, and associated activities such as finding themes, clusters and patterns and in the later stages it happens through conceptualizing and explaining
- Data Display
 - Organize, compress and assemble information. There are many different ways of displaying data – graphs, charts, networks, diagrams of different types (Venn diagrams, casual models, etc) (Punch, 2005).
- Drawing and Verifying Conclusions
 - Drawing conclusions logically follows reduction and display of data, conclusions will be in the form of propositions, and once they have been drawn they need to be verified (Punch, 2005).

The process of analysing the data involved coding; Punch (2005) suggests that codes are tags, names or labels put against pieces of data. From the literature review, a number of first order and second order themes emerged; after transcribing the interviews each theme was given a colour code, the transcriptions were then analysed and the data was then colour coded and put into a themed grid. This is followed by further research which

aims at reinforcing and establishing the meaning and importance of these themes. Walliman (2005) suggests that the overall aim of grounded theory is to develop a theoretical hypothesis from field data.

Chapter V

Conclusion

5.0. Conclusions

The aims and objectives that were set out for this study were achieved by the researcher; the researcher's objective was to establish whether there is a potential to apply postcode analysis for talent identification in sport, to gain an insight and understanding into the methods of talent identification used by the sample, and research into insiders within sporting organisations to determine whether there is potential to apply this method.

Because the sporting environment is forever changing and adapting, sporting organisations need to continuously develop and use forward thinking to remain competitive and provide the basis for identifying the best potential talent in their field. Organisations are now data rich in the form of postcodes with all the sample stating that they have a postcode for every athlete within their organisation. However the effective use of the data has been questioned; could this information be used more effectively, the answer is yes.

Talent identification methods can have a "shopping list" of certain criteria or qualities. Two of these are Physical and Character. When an organisation identifies the qualities they are looking for within these two criteria, there is the potential to develop an approach to what makes an athlete talented by identifying ideal background and demographics. Having a specific outline of what success factors are required for individual sports will identify where these players are located and how to reach them using geodemographic segmentation.

Sporting organisations need to be pro-active in the search to unearth potential talent. The use of postcodes could unearth where talent is located, and this in turn may identify clusters and themes to that talent which can be investigated further to provide a more detailed picture of the athlete's profile.

Postcode analysis can improve the allocation of resources such as facilities, coaching and development programmes to segments where talent could be potentially found. It would

enable decision makers to take into account such factors as ethnicity, socio-economics, population pool and facilities in the area.

Postcode analysis offers the potential to measure the performance of the talent identification methods used by an organisation. An equitable comparison of data may identify that one area produces thirty talented athletes per thousand and another area only produces four talented athletes per thousand. Postcode analysis could identify some of the reasons for this.

The primary research identified that while postcode data is widely available, it has yet to be put into effective use by the sporting sector. Postcode data helps to produce a detailed picture of what's going on in a business. The sample identified that talent is everywhere and that unearthing it is the hard part. Postcodes can identify a detailed picture of where talent is located and what trends are discernable. The use of talent geodemographic segmentation can then identify similarly classified postcodes which have the same potentially talented athletes. The primary research also identified that certain socio-economic classifications are matched with certain sports.

The use of postcode analysis to identify talent could be used alongside other current talent identification methods. As the market research findings from the literature review highlighted, the more we know and understand our consumers, the better prepared we are to deliver a satisfactory product or service.

The interview process could be improved upon; the researcher's experience of prompts and probes were not advanced enough to gain more insights and information from the sample. This study could be improved by conducting more market research sample interviews as the findings from Interview G were not as in depth as the researcher would have liked. The researcher suggests that more research could have been done into the potential of postcodes and gaining an insight into what attributes talented athletes possess in a particular sport i.e. background information.

The findings from the primary research identified that the sample has limited understanding of the possibilities postcode analysis presents; therefore for future developments, the researcher would need to present a detailed explanation of the possibilities of postcode analysis to the sample.

A future development to this study could be to conduct a case study, where the researcher will analyse an organisation's postcode data and present their findings i.e. postcode mapping of talent, colour categories of athletes and geodemographic segmentation to identify the potential of postcode analysis. This in turn could then be presented to a sample to highlight this method's potential.

The required sample was very hard to get in contact with, therefore planning and allowing a big time window to conduct these interviews is recommended. Postcode analysis within the sport sector is still very young and therefore there is not a lot of literature in this field. More interviews being conducted with market research samples would be beneficial to the study. A limitation to the study is that a small sample size was used which may not produce a complete reflection on this subject from all sports. The sample that was used had in-depth insider's knowledge and vast experience within their particular sport which produces valid findings for this study.

The conclusion of this research project is that there is a potential to apply postcode analysis for talent identification in sport. If sporting organisations want to develop and remain competitive, then they have to be proactive and unearth potential talent. Postcode analysis presents then with the opportunity to improve the identification of potential talent for their sports. The premise of the study is based on established managerial theory and market research, with the outcome that better decisions for identifying potentially talented athletes will be made if based on accurate, timely and effective information that can be gained from postcode analysis.

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Appendix A

Interview 1 (Interview sample A – E)

1. What talent Identification method or processes are used within this organisation?
 - 1.1. Why were they adopted (rational)
 - 1.2. How do you judge your performance? KPI's?
 - 1.3. What are the pro's and con's of this method
2. Do you think players can be classified by sociological or economic factors
3. Do you actively identify and record where players emerge from on the basis of where they live, first played for, school/college?
4. Within the retail sector a great deal of time and money is spent classifying customers who buy certain products
 - 4.1. Are you aware how this achieved?
 - 4.2. Do you think that a similar approach would benefit talent identification in your sport?
5. Within your sport what systems are in place to measure or estimate how many participants a given area should be producing?
6. Does your organisation have a postcode for every registered player?
7. Are you aware of where all the registered players are located and who they are?
 - 7.1. Demo/socio/psycho Graphics of each athlete
 - 7.2. Do you think that having the ability to map athletes along with categorisation would be beneficial for talent identification?
 - 7.2.1. Colour coded classification
 - 7.2.2. Proximity to resources
 - 7.3. Are you aware of similar classified people in different regions/wards?
8. Would having a map of where the athletes are located be beneficial to the organisation?
 - 8.1. Development strategy
 - 8.2. Identification of areas of concern
 - 8.3. Awareness of 'problem areas'?
9. What is your method of targeting different zones/wards in terms of developing a marketing strategy and the allocation of resources.
 - 9.1. Are you aware of where your target group are living?

Interview 2 (Interview sample F)

1. What are the uses of postcode analysis?
2. How often is postcode analysis used?
3. Where is postcode analysis being used?
4. How reliable is postcode analysis?
 - 4.1. Performance Indicators
 - 4.2. Results
5. What data is available from postcode analysis?
 - 5.1. How is this data utilised?
6. What are the limitations or deficiencies of postcode analysis?
7. What sectors is postcode analysis used in?
8. Postcode analysis is used within the retail sector, do you think a similar approach would work for a sporting organisation wishing to classify their athletes?
9. If a sporting organisation provided all of their athlete's postcodes would it be possible to classify these athletes?
 - 9.1. Is it possible to locate similar classified people?
10. Is it possible to determine how different classifications of people respond to different marketing approaches?
11. In terms of identifying talent or participants within a sport, how could postcode analysis be applied?
 - 11.1. How could this information benefit a sporting organisation?

Appendix B

Consent Form

Nick Mangos
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Please initial box

1. I confirm that I have read and understand the information sheet for the above study and have had the opportunity to ask questions.
2. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving reason.
3. I agree to take part in the above study
4. I agree to the interview being audio recorded

If you would prefer the content from the interview to be kept confidential please tick the box below.

If you would like a copy of the completed research project please tick the box below

I, _____ consent to participate in the study conducted by Nick Mangos School of Sport, University of Wales Institute Cardiff with the supervision of Chris Jennings.

Signed:

Date:

Information Sheet

You are being invited to take part in a research study. Before you decide whether or not to take part, it is important for you to understand why the research is being done and what it will involve. Please take time to read the following information carefully.

The Objective of this research project is to establish whether there is a potential to apply postcode analysis in Talent Identification in sport by gaining an insight into the methods and process used by certain organisations, gaining an insight into their views of this subject and looking at the potential to apply this method.

By signing this consent form you are agreeing to participate as a subject in this research study: *The potential to apply postcode analysis in Talent Identification of Sport.*

I understand that my participation in this project will involve completing an Interview with the researcher Nick Mangos about the potential to apply postcode analysis in Talent Identification of Sport, which will take approximately 30 minutes of my time.

I understand that participation in this study is entirely voluntary and that I can withdraw from the study at any time without giving a reason. I understand that I am free to ask any questions at any time.

For any participant queries please don't hesitate to contact Nick Mangos:

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Appendix C

Pilot Study

5. What talent Identification method or processes are used within this organisation?

We use a grading system where we grade our players over a period of 3 weekend, these players are identified through their county team to have potential to represent our region.

1.1. Why were they adopted (rational)

Well, a grading system can give the coach a view of the players skills and attributes, the coach can then refer back to the graded sheet. A lot of players come through our system so having this grading system enables the selectors to gain an idea of which player has the potential to succeed

1.2. How do you judge your performance? KPI's?

When we play other regions, this gives a good comparison, we have set targets to get a certain number of players further up the ladder to represent higher honours.

1.4. What are the pro's and con's of this method.

I would say the pro's are, you can compare the graded sheet with a set of players. The cons would be individual coaches may give different grades therefore it may not be completely consistent.

6. Do you think players can be classified by sociological or economic factors

Yes

7. Do you actively identify and record where players emerge from on the basis of where they live, first played for, school/college?

No we don't, the coaches has a idea of where the players are coming from but there is nothing written down.

8. Within the retail sector a great deal of time and money is spent classifying customers who buy certain products

9.2. Are you aware how this achieved?

Not particularly, I don't have a marketing background

9.3. Do think that a similar approach would benefit talent identification in your sport?

I don't think I can answer this as I don't have enough of a background but if it works in other sectors maybe it could be applied to ours.

10. Within your sport what systems are in place to measure or estimate how many participants a given area should be producing?

The organisation has a number of development teams which have targets to achieve, these targets maybe a number of participants starting the sport, I'm not involved in this area so if you can try and speak to a development department.

11. Does your organisation have a postcode for every registered player?

I would say so, every player upon registering provides their details which includes their address so therefore we do.

12. Are you aware of where all the registered players are located and who they are?

12.1. Demo/socio/psycho Graphics of each athlete

I don't but as I said earlier certain coaches have a general understanding of where the players are coming from so they may know if that area is more affluent or not so affluent.

12.2. Do you think that having the ability to map athletes along with categorisation would be beneficial for talent identification?

Yes I think this would be very beneficial, it could provide a detailed picture of where our talent is coming from.

12.2.1. Colour coded classification

Yes maybe

12.2.2. Proximity to resources

This could show the clubs or schools in which the players are coming from and identify hot spots.

12.3. Are you aware of similar classified people in different regions/wards?

No

13. Would having a map of where the athletes are located be beneficial to the organisation?

13.1. Development strategy

Yes as I said earlier it may show hot spots and areas where there isn't a lot of activity.

13.2. Identification of areas of concern

Same as above I think

13.3. Awareness of 'problem areas'?

14. What is your method of targeting different zones/wards in terms of developing a marketing strategy and the allocation of resources.

There are coaches in certain areas which really drive the sport forward and encourage the sport in an area, this helps with resource allocation and pushing the sport forward.

14.1. Are you aware of where your target group are living?

Appendix D

Interview A (Governing Body A)

1. What talent identification method or processes are used within this organisation?

We at Tennis World are part of the LTA so we are very much a part of the British system and we start identifying talented youngsters at around about the age of about 6 or 7 and they attend what's called 'County Talent ID' days in North and South Wales and they then feed into, and those were actually last week the middle of February, and they then feed into a Welsh Regional day which will be in the middle of March and that then feeds into the British National day in Roehampton, at the LTA HQ in May time. All the kids are assessed on a battery of tests and various other technical efficiencies and physiological tests and various things like that and I can get you more information on that but that is the broad outline of what happens with players around 7, 8,9,10 to get them into the British system.

Why were they adopted (rational)

It is very much British led, it's come from Belgium guys coming across working in British tennis after having a lot of success in Belgium tennis. Amongst the girls are Kim Clijsters, Justine Henin and some of the men as well so they've introduced the new process. Prior to that, British tennis wasn't taking things seriously until really the kid's sort of hit 12, 13 which was too late. So throughout the world now, all the top countries are identifying kids, utilising junior tennis really from the age of 7 onwards.

How do you judge your performance? KPI's?

Every May at the National Talent ID day in Roehampton the British coaches assess all the kids and they give them a rating, what is called a 'PP' score – player potential score – and we have set ourselves targets to try and achieve a certain number each year for the number each year. For example, this May coming up we set ourselves a target to get 5 youngsters on the British scheme, which would mean that we have 5 of the best sort of under 10's in Britain coming from Wales.

What are the pros and cons of this method

I think in terms of rural standards it's right, and those would be the pros in that realistically these days the kids are hitting so many tennis balls and having to start really at the age of 7, 8, 9 or even earlier so really if we are talking about world levels, that's about right. The difficulty is that you can focus so much on those that actually some of the ones who come into the game later, sort of 10,11,12,13,14 could become very good sort of South Wales, North Wales, county tennis players, or Welsh tennis players. But they have almost missed the boat so the downside of it is a lot of the coaches still need convincing that actually starting this young is really worth it. You have some coaches who think, you know, achieving a standard at the Welsh level is good enough, well one of our roles is to try and put Welsh tennis on the map and try and get players from Wales into the British system so they can get into the top 100 of the world. But that would be the main downside of it. Some people would argue that it is starting too early.

2. Do you think players can be classified by sociological or economic factors

In terms of pure talent, no. I'm a great believer that pure talent is everywhere, no matter what people's background is and whether they come from rural areas, difficult areas, highly populated areas. I think there are talented kids everywhere. There are obviously more talented kids in highly populated areas, but areas in mid Wales and you are from New Zealand background, I mean there is talent everywhere but there are fewer in the more rural areas so I don't think talent can be classified by sociological or economic factors. But what does impact enormously on whether players come through is things like how strong the local coaching set up is within their locality, so you do find that the places that are producing the kids are those that have got reasonable access to an indoor centre. We have about 10 indoor centres throughout Wales, and unless kids are playing really anything up to the age of 8 or 9 the kids have got to be coached for about 2 hours a week and they have to be competing on the weekend and they have to be doing it 12 months of the year, so it is a massive commitment, so it's proximity to indoor centres and good coaching schemes more so than sociological or economic factors.

3. Do you actively identify and record where players emerge from on the basis of where they live, first played for, school/college?

All of the players are logged onto a major British database that is called the *cebal* database, and all of their results of when they attend the Talent ID days, whether county or regional or national level are recorded. Every time we have a full time post in south Wales called a Talent Performance co-ordinator, and her role, actually an ex UWIC student, she is on maternity leave at the moment but her role is to focus on the 6-9 year olds. She works with the coaches at the main indoor centres and logs where the players are coming from what programme their on and logs it all onto the *cebal* database.

4. Within the retail sector a great deal of time and money is spent classifying customers who buy certain products

Are you aware how this is achieved?

I know the principles of it, I have a little bit of a marketing background myself in terms of market segmentation and postcode analysis, I'm not up to date on the details of it. It's probably been 15 years since I was involved in the marketing world, so I wouldn't be up to date on the latest techniques.

Do you think that a similar approach would benefit talent identification in your sport?

I think there are bigger factors than geography and postcode analysis on that side of things. I think we would know broadly where a lot of the kids are coming from because as I say they all have to be within reasonable proximity to the regional tennis centres, which is sad. I mean there are parts of Wales where people will miss out. What we might be interested in is if we were analysing players around say Newport Tennis Centre or Swansea Tennis Centre and to be doing post code analysis of those players and which areas of Newport they were coming from, as to whether they were coming from some of the more difficult areas or some of the better areas and some of that sort of analysis actually within a locality would be quite interesting.

5. Within your sport what systems are in place to measure or estimate how many participants a given area should be producing?

In terms of participants or in terms of sort of talented performers?

Participants and talented performers

There is not a great deal done in estimating how many an area should be producing, obviously areas like Cardiff where quite a lot of the clubs have a mass of players, of kids playing and therefore a certain number come through to the programme in UWIC, the programme here, so...

Are they set targets?

Not so much, each of those venues, their indoor centres will have targets relating say to the number of youngsters they take to Talent ID days and they receive specific amount of funding from the LTA to produce the players so that side of things is quite well targeted and they give themselves targets each 12 months within their monitors and that will depend whether they get more or less funding the following year. But we don't do so much on a participation type level, we don't sort of say to Cardiff Council Tennis Club, you're the main tennis club in the city centre therefore you've got this sort of catchment, this sort of population therefore you should have a junior programme this size or senior programme that size, we don't do anything like that. So I guess some of the clubs might do that themselves rather than involving us.

6. Does your organisation have a postcode for every registered player?

In British tennis there is a scheme called 'British Tennis Membership' which is free to all players, so you register as a player and you put your details online and you have the postcode as part of those details, so for example I think its the biggest individual membership scheme within British sport, I think there is about 200,000 members of British tennis, players, parents, friends, coaches and all their details are on the *cabal* database as well. Now within Wales we have about 7,000 members of that scheme so we have the individual details of about 7,000 people and some will be players, some will be juniors, some will be adults, some will just be fans and will be interested in just trying to access some Wimbledon tickets. Now that has only been set up in the last 12 months but there is great potential there for some of the stuff you're talking about and the commercial value of 7,000 names and addresses and email addresses in terms of the

future but we haven't started to make full use of that yet. But I suppose, yes, we do have the postcode for every player.

7. Are you aware of where all the registered players are located and who they are?

Demo/socio/psycho graphics of each athlete

We would know where they are, where they are located and who they are. We wouldn't know psychographics, I don't know whether British tennis membership scheme, it probably goes into basic demographics, social class and things like that, and basic stuff like that but I don't think it goes into huge amount of detail. But that is the message; Talent ID within tennis is a very focused type of business, because unless parents are committed to taking their little Johnny for 2 hours every week and to a tournament every weekend they are not going to get anywhere. There is a real commitment from the parents and the youngster and that can add up financially but it also adds up time wise. Time is huge

Do you think that having the ability to map athletes along with categorisation would be beneficial for talent identification?

Colour coded classification

It might help, but as I say it's not as a big a factor as some of the other things, your next point on proximity to resources, particularly in terms of indoor provisions and coaching teams, that's a bigger factor.

Proximity to resources

Are you aware of similar classified people in different regions/wards?

Well the whole of Britain follows the same system and it has all been introduced within the last 2 years so it's very much in its infancy. Our Talent Performance Co-ordinator in South Wales and our part time one in North Wales, they have only been in place for 12 months so it's very early days. And the whole system in the whole of the British system its still early days so its too early to judge it, but yea, everyone following is pretty, its never been this systematic before. Previously everyone was doing things differently. But the Belgium guys have come in and said no, its got to be done in this sort of way and do these tests and its all got to be consistent, whether its done in Wales or its done in Devon or Surrey or Yorkshire its all got to follow this format and they are quite precise. And that in itself has been sort of new to British tennis.

8. Would having a map of where the athletes are located be beneficial to the organisation?

Yes, it would help. At the moment we would know just from our sort of relationships with coaches and centres but we wouldn't necessarily have all the significant data to hand. So that might be useful

Development strategy

Identification of areas of concerns

Awareness of 'problem areas'?

Yes, a lot of it would be useful. A lot of it would be obvious as we know from our point of view that Carmarthen because we know this area, in Carmarthenshire and Llanelli there is quite a lot of activity going on here and their nearest indoor centre is Haverford West or Swansea so we could learn about that. We know there are some good coaching systems in this area but there are no indoor facilities, so statistics would help us make a case for that in terms of funding. But we know it ourselves already but having the evidence wouldn't do any harm. There are one or two other strategic counts as well.

9. What is your method of targeting different zones/wards in terms of developing a marketing strategy and the allocation of resources?

Are you aware of where your target group are living?

Targeting different zones. I guess this is where our role is to support those clubs and centres and those coaches that are really wanting to make a big difference because you have some clubs and coaches that will go and do their own things. We've got such a small team that we would be wasting our time with some of them to be honest, where as what we've got to do is to identify the areas that a) the potential in terms unsatisfied demand and talented people that want to make a difference to that area and sometimes its not always in the most obvious areas, you've got a cluster of clubs here in Cardiff, Newport and Swansea, you'd expect that, but you've got a 2 court club in Crickhowell, just by Abergavenny rural area, 2 court club, 200 juniors, its fantastic, its just the drive of the local community. So it the people that make things happen, so some of the postcode analysis and that side of things might be useful but unless we've got local people really driving the sport forward in their area and are passionate about it, then they are the sort of people that we need the support and I would hope we know most of the people, Wales being a fairly small country and us knowing most of the clubs and coaches reasonably well.

Interview B (Governing Body B)

1. What talent identification method or processes are used within this organisation?

Well basically we have all the talent for British swimming is linked through the pincer* point system. And when we set up squads it's basically our tops squad in the world class podium is attaining a medal at Olympic or World Championships only, no European or commonwealths. Next group would be to make a final at a World Championship or Olympic Games based on two per nation. We take the best times from the top swimmers and we categorise it as there two that can enter the games so we would then take two

Australian, two American etc, so if they fall into that category a then they get which we call seed funding, and seed funding is the top 16 of the world, two per nation.

That's what we call British affluent* qualification, underneath that we have a talent ID group which basically is the next section down so it would be youngsters who we believe have the potential to make the next Olympic games. Within the home countries, within the certain standards which is normally or roughly 3% lower than the qualification times for the world class podium and then we review each stroke because we have a strength in strokes and as with games you can only swim two swimmers in an event and we would only swim if the stroke is weak at the moment, I would say breast stroke swimming is weak in Britain at the moment and then we might include swimmers below that 3%. Otherwise it is all based on the pinner* points system where a world record is 1,000 points so pinner* who is the governing body for sport in the world come out with these * tables that work out, compare strokes and compare distances.

1.1. Why were they adopted (rational)

Because it's a measurable sport, time is very important to make the final it's based on times or in the past it was only based on times where as now we do a combination of times and first or second place in the heats or semi finals. That was the main reason for the timing and the pinner* points and then of course the other one is the ranking of the performer much as you do with tennis and other sports if you rank the first top three then there is a good chance you will get a medal. We found that in the past normally swimmers get a medal on their second Olympics the first one is really the learning one unless you are super, super great, like Phelps was for instance and then the next one is you go to the games, you learn from the first games and hopefully if you've got the potential you get a medal in the second.

1.2. How do you judge your performance? KPI's?

We, in Wales we base it on headcount basically where 5% of the nation, 3 million people and so our KPI's with the government, Welsh Assembly Government is based on that 5%. Within the sport I give my National Performance Director harder KPI's now because my belief is that you should always be fighting above your weight because we are a smaller country, we have the ability to have more control over the training of our squads so we can actually compact more training than they maybe would do in the rest of the UK

1.3. What are the pros and cons of this method

Well, I think because it's such a definitive sport that you have to use the world record and you have to use speed for that. Everything within swimming or time scoring of elite swimming is based on how are you going to get there, and you could win all the local galas but if your time is 10 seconds slower than everybody else then you will never make it.

2. Do you think players can be classified by sociological or economic factors

I don't know whether they should do but yes in this country they have to.

3. Do you actively identify and record where players emerge from on the basis of where they live, first played for, school/college?

Yes, we actually take members in at the age of 10 so we can actually track them through our membership from 10 onwards. We do from our statistics, we can say which areas, younger age groups come from I think it has two factors basically, one is social economic and secondly is capabilities of the coaching teaching staff within that area. We have done an analysis on this and as I say I could tell you some areas where we would expect to get swimmers from.

4. Within the retail sector a great deal of time and money is spent classifying customers who buy certain products

4.1. Are you aware how this is achieved?

I am, but I have never used it. I have never been involved in any surveys for that within swimming.

4.2. Do you think that a similar approach would benefit talent identification in your sport?

Well I suppose we do indirectly we do actually understand where we could be finding swimmers from. I think the biggest problem with us is being a part of probably an AA sport, an A sport we are competing against people like tennis, golf rowing, canoeing, yachting, that area and to be honest most of the other areas within Wales are either rural and to get to a pool you have to travel 'x' hours or the facilities at present are not up to the what it should be for competitive swimming, there is another sector we do look at, we are hoping to set up 13 performance centres within the UK, that's all based on 20 minute travelling from home to pool so we've identified 13 centres that we couldn't catch with a fair catchment area dotted really along the M4 corridor and the A55 north.

5. Within your sport what systems are in place to measure or estimate how many participants a given area should be producing?

Population basically. Population and pool. We know there are 101 pools in Wales and some of those pools are irregular sizes, the other factor that comes into it is actually time allotted for competitive swimming or training where they may use the authorities that's where we struggle at the moment to actually get enough time in the pools to train.

6. Does your organisation have a postcode for every registered player?

Yes.

7. Are you aware of where all the registered players are located and who they are?

7.1. Demo/socio/psycho graphics of each athlete

Yes.

7.2. Do you think that having the ability to map athletes along with categorisation would be beneficial for talent identification?

Yes. We found this like I said earlier, we eventually found that there are certain pockets where there are swimmers that appear on a regular basis.

7.2.1. Colour coded classification

7.2.2. Proximity to resources

I'd say Aberystwyth is always one area where we always seem to find one or two swimmers that make the elite squad we have quite a few that live outside Wales and I think if you look at their socio-demographic areas you'll find that they are pretty good areas as well.

7.3. Are you aware of similar classified people in different regions/wards?

Not really. Only by the fact that I know most of Wales, shall we say, so I can judge where they are. But we don't go out of our way to actually measure it.

8. Would having a map of where the athletes are located be beneficial to the organisation?

8.1. Development strategy

Well we have it, and as I say we have gone through these 13 performance centres and that's based on population and accessibility to the pools

8.2. Identification of areas of concerns

Rurally, mid Wales of course. I think that's with everything, not just swimming, with the industry. At the moment there are, lets say the Heads of the Valleys, where they haven't really got decent training facilities but hopefully that's changing, I know Merthyr at the moment are building a brand new pool so hopefully that will give us the ability to get in there and do something within Merthyr.

8.3. Awareness of 'problem areas'?

9. What is your method of targeting different zones/wards in terms of developing a marketing strategy and the allocation of resources?

We are working closely with the unitary authorities at the moment and we are trying to convert free swimming which is the Welsh Assembly Government flagship for sport into a more structured programme where we will actually up skill teachers within the unitary authorities to have a more proficient lesson plan, so instead of just going in and having what I call a 'splash and dash' the they will be having specific lessons within the free swimming and by that we will be able to up skill everybody really, teachers, coaches all the way through to the kids in the pool.

9.1. Are you aware of where your target group are living?

Interview C (Governing Body C)

1. What talent identification method or processes are used within this organisation?

Well, the Welsh Netball Association has got a very good structure in terms of the way that players progress up through the system, from quite a broad sort of base line from the schools and clubs through to regional etc right up to international level and the processes that operate within that structure start really in clubs and schools with players being identified there as being good enough to play for their area or region and then from that they compete against other regions and would be selectors and people identifying talent at that point. We've also run one off and back a few years ago we ran what we call screening days where we put an invitation out to youngsters sort of aged between 11 and 18 that were interested in making it to the top in netball and come along and participate in a day of netball where the international players come along and we did 4 of those 5 or 6 actually across Wales, they were really successful not least from the fundraising perspective because we charged them a small fee and we literally would have 100's of youngsters coming along, that meant that they had exposure and we did actually pick up a few players that weren't in the structured system that I just talked about from one reason or another that they hadn't been put through to their region and the results were we got sort of had got dropped through the net. I think it's probably an area that Welsh netball could still improve on, one of the biggest challenges for us at national level is that fact that some of our talent is actually in England, so its picking that talent up, you know people that have got sort of links with Wales, maybe were born in Wales or have a Welsh parent are eligible to play for us, I think it's getting those sort of youngsters and making sure they are a part of our system. It can be quite complex but at the same token we have got a reasonable structure

1.1. Why were they adopted (rational)

Well initially it was to ensure that all those youngsters that have the ability or perceived ability could come into that system. It was also relatively easy to set up because it was done on a regional basis and meant that as well as sort of encouraging talented athletes to come through there was also was a structure for coaches, assistant coaches and team managers to operate within that system, the blip in it if you like is that you are relying on regional knowledge and understanding to do the initial selection and I think that sometimes can become a little bit squired, you know we put this girl though because she is from my school or she is the best person to go in and I've have had the personal experience of that happening with me where at an initial regional trial I didn't get through but actually ended up captaining the Welsh side that year. It just so happened my teacher wasn't there and there was a sport of bowled over where the Monday after and I had

played the year before for the Welsh squad and to then not even get through a regional was just nonsense you know, so those sorts of things can happen.

1.2. How do you judge your performance? KPI's?

There are as you put down here key performance indicators so they have introduced selection criteria which would be skill specific, it would be movement specific, you know particular skills that are required within the game, and also act as are expected to use those KPI's when coming to a judgement to whether a player should be in or not, it should be fairly tight and it should be very even sort of system, a system that enables the best people to come through, I'm not sure that selectors have had enough training in using it so as much as the performance directors introduced it think that it was a good system and it allows him to provide feedback to athletes that don't perhaps make it I'm not sure that selectors are knowledgeable enough in using the system to use it.

1.3. What are the pros and cons of this method

The fact that it is very tightly structured and perhaps it doesn't give opportunity, I mean I can think of players that haven't been selected that I would class as being exceptionally talented, why do I think they are exceptionally talented, because their decision making skills are superb, that's something you make a subjective judgement on, you got to have the knowledge and understanding to see that that player is doing that, it doesn't fit the tick the box type of system. Sometimes it prevents you seeing some of the qualities that make a great player, a very creative and innovative player

2. Do you think players can be classified by sociological or economic factors

Yes, I think they can be, not least because I think there a lot of youngsters that we never see, not just in netball but other sports, because of their background, because of the lack of parental support they never get through into our system, they just don't get the opportunity. Whereas if you look at the majority of youngsters that are in say the Welsh under 16 squad at the moment, they've got a very good support mechanisms so even though they might be from a particular background it might be parental support it might be teacher support but somewhere there is a support mechanism that enables them to progress through the system and I think there are a lot of youngsters out there, who perhaps from, if you just take Cardiff for example, you know there are parts of the city where I know there must be good athletes we just don't see them and it must be because of those reasons.

3. Do you actively identify and record where players emerge from on the basis of where they live, first played for, school/college?

No, but I think it could be something that could be quite useful. Straight away a school jumps to mind in the Caerphilly area because of the interest in the sport there we get a lot of players actually from that school that actually end up playing for Wales, now that I believe is from the input of the physical education teachers there, they are very knowledgeable in the sport, they give them a really good grounding and as a result of that these players come up through the system. So I think it is possible to identify pockets of what could be perceived of very good practice.

4. Within the retail sector a great deal of time and money is spent classifying customers who buy certain products

4.1. Are you aware how this is achieved?

Not really but as a guess I would say, you know take Tesco as an example with the club card, they would be able to generate that information about where I shop, where I'm from, and they can actually tap into the sort of products I am buying. So I'd think that's probably how they do it.

4.2. Do you think that a similar approach would benefit talent identification in your sport?

Yes I think I could do, I think it's sort of common sense really, when you talk about it, when you view it, yes there is something. Our organisation would have everybody who plays netball in Wales is expected to be affiliated with Welsh netball, so Welsh netball has a database of everybody who is playing netball in Wales, their postcodes, their addresses, their schools that they come from, you know they would have all that information available, what they don't do is use it at the moment. I think your study is likely to point out that that is something that maybe given a go could get a bit more involved with. The other thing there that I think is interesting is that it would enable you to identify where there is a clutch of players, there's a lot in the Cardiff areas, there are a lot in the Swansea area and so on, this percentage actually comes though into the international system it would enable you to find pockets where we are not getting players and we could do some more focused resources into those areas, perhaps increase participation in the game.

5. Within your sport what systems are in place to measure or estimate how many participants a given area should be producing?

I think it's just really the system I just mentioned, the fact that in theory every netballer has to be affiliated and there are some that choose not to affiliate but they are then not covered by any of the insurances and they don't have access to the Welsh netball sort of support and resources that other athletes will have access to, I just don't think they use the information you are suggesting well enough to enable to be able to measure and

estimate how many participants there are in a given area. They have done a bit of work on it with sort of development officers when they want an overall national development officers with a team of officers working regionally underneath her, they would have had performance indicators that linked to the number of participants but there would have been a bit of that going on at participation level, I'm not sure that that would have continued and again how that information would have been used you know, to their advantage.

6. Does your organisation have a postcode for every registered player?

Yes

7. Are you aware of where all the registered players are located and who they are?

7.1. Demo/socio/psycho graphics of each athlete

Well they would have through the postcode system; the details are there it's the use of them that I question

7.2. Do you think that having the ability to map athletes along with categorisation would be beneficial for talent identification?

- **Colour coded classification**
- **Proximity to resources**

Yes, I think most definitely, I think it could be a really interesting exercise, I'm not sure whether possibly athletics do it I'm not sure, they would have some athletes from all over Wales and they have a big cross section of all types of athletes, cross country runners, fell runners, track athletes, throwers etc, I'm not sure if they do it, certainly we don't but I think it could be hugely beneficial because as I said before it would enable you to identify these pockets where you need to do something because you haven't got enough coming from there. I think it would also help you, I mentioned the fact that we pull in some players from England, it would help you identify the regions that perhaps they are coming from and we could use those information to perhaps get out there and sell the sort of sport. So yes, I think it could be very beneficial.

7.3. Are you aware of similar classified people in different regions/wards?

No – actually I'm not sure if this is the right answer to the question but say for example you took Merthyr, the region Merthyr for example, you would have schools in that area you would have N number of primary schools, N number of secondary schools, so that's another classification that which netball could possible tap into.

8. Would having a map of where the athletes are located be beneficial to the organisation?

8.1. Development strategy

Yes, certainly, I think it links to what I've said before about you know identifying that region is working really well, we are getting a lot of players from there we've got a lot of coaching staff and development people there is a lot going on there south east Wales is a good example of that, what are they doing there that is working? Can we utilise the good practice there and actually take it somewhere else. Could you sort of bevy up regions or bevy up clubs to enable the clubs that are considered to be up here outstanding with a club that is growing, sharing perhaps resources, sharing information that looks at bumping up the standards across the board.

8.2. Identification of areas of concerns

I think definitely because it would flag up straight away where there is not enough going on, the other thing that would be really interesting I think not just within netball but if you did this across governing bodies for example, would the same pockets pop up as not having a lot of access to, you know we talk about health and relationships for example are there particular pockets where there is a lot going on and yet others where there is very little going on so from a resource perspective I think it's not just sport specific, there could be a number of governing bodies working together to really drive, get in there and do something about the fact there is not enough going on there. It might be I use Merthyr as an example, there are some quite tough areas of Merthyr is there enough going on in the community, like places like Blaenau Gwent like Torfaen to enable youngsters to actually access sport and physical activity and something like this would enable us to see where the gaps are and change it. And possibly Sports Council have got the information and I'm sure you would have looked at this in terms of your research, I know they would have information of this nature but I don't know how, it's all very well having the information, its how you use it.

8.3. Awareness of 'problem areas'?

9. What is your method of targeting different zones/wards in terms of developing a marketing strategy and the allocation of resources?

As far as the marketing strategy is concerned I think that has got to come, I think it's got to be right up at the governing body level, and I wouldn't say that netballs marketing strategy is well enough embedded at the top level, the governing body then could then provide example lower down and the sort of pyramid that I talked about earlier so I think it's a big gap in Welsh netball but the information is there but I don't think we are using it well enough so the allocation of resources is not strategic enough, you know it might be based on 'we want that' so it's put there rather than is that the best place for them.

9.1. Are you aware of where your target group are living?

Interview D (Regional Professional Team D)

1. What talent identification method or processes are used within this organisation?

We use a *talent ID cycle*, four scale across physical ability and then character. Yes, on the four scale.

1.1. Why were they adopted (rational)

Probably ease of use. I suppose the four scale because it's easier to move position between 2 and 3 as opposed to 5 it's easier to give 3 out of 3, easy to give a 2, and probably ease of use and easy to read and look at the data

1.2. How do you judge you performance? KPI's?

We run it with a trial, to cross reference it but I don't think there is need for a trial, we should be able to pick the scores from a better place from the ID sheets, depending on character and physical abilities really.

1.3. What are the pros and cons of this method

Well, it's someone's opinion, so the pros are easy to do, a lot of information readily available and it's there on record, any data development I will refer back, if you are looking at particular positions of people, really there is recorded.

2. Do you think players can be classified by sociological or economic factors

Yes, definitely, within our region, we have 3 districts and at the moment they are coming in on rotations and there are definite differences in each district or region.

3. Do you actively identify and record where players emerge from on the basis of where they live, first played for, school/college?

No we don't actively identify or record it but there is a knowledge of who produces what, generally. But as identifying or recording it, no there's nothing recorded that we expect certain players to come from certain areas, just a general understanding of it.

4. Within the retail sector a great deal of time and money is spent classifying customers who buy certain products

4.2. Are you aware how this is achieved?

Based on the main superstore with the Tesco club cards then yes.

4.3. Do you think that a similar approach would benefit talent identification in your sport?

I think so, I think there is a lot to this and it would be interesting to see what comes of it but I generally agree that its hard work

5. Within your sport what systems are in place to measure or estimate how many participants a given area should be producing?

Ok, we cross over to the community department so it's not my area, but there are systems in place on a participation level to improve participation and targets there so there are systems in place.

6. Does your organisation have a postcode for every registered player?

Yes, every player signs a registration form so we have all their personal details

7. Are you aware of where all the registered players are located and who they are?

7.2. Demo/socio/psycho graphics of each athlete

Aware of where they are from, more of a general view of the effects on the areas upon them as opposed to knowing in detail, it's a bit more generalisation.

7.3. Do you think that having the ability to map athletes along with categorisation would be beneficial for talent identification?

Yes, definitely

7.3.1. Colour coded classification

7.3.2. Proximity to resources

Yes, even through each area because they might be different in each area, you take Swansea to be a bit more of an affluent area one side where as perhaps the other side might not be particularly, up the road might be different, so yes.

7.4. Are you aware of similar classified people in different regions/wards?

Don't think any other region does it, I wouldn't have thought so, I would be quite surprised if they did.

8. Would having a map of where the athletes are located be beneficial to the organisation?

8.2. Development strategy

Yes, going out to see players and you know, if one good place in particular has a high number perhaps we could go there to do things with them as opposed to having them come in, yes so definitely

8.3. Identification of areas of concerns

Yes, why somewhere isn't producing players, could be that there is nothing provided so, that's resources again I suppose.

8.4. Awareness of 'problem areas'?

Problem areas, being somewhere that's just not producing players?

Yes

Yes, it would do because it might be something player centred, people involved with the player the coaches and parents could be an issue, but the problem areas could be something like the coach giving out the wrong messages so, yes, if it showed up on a map then you could go and investigate as to why.

9. What is your method of targeting different zones/wards in terms of developing a marketing strategy and the allocation of resources?

9.2. Are you aware of where your target group are living?

There are different zones within our region. We have 3 districts, Bridgend in particular at the moment there is an issue with different strategies to combat introduction of professional rugby league team in the area and there are systems in place to combat that. Swansea would need the same sort of strategy because they are not effecting in the same problems.

Would classifying different players by sociological or economic factors mentioned about the different, say Swansea?

Swansea, Neath and Bridgend, the 3 districts

So you could classify them by there say...

Yes the behaviours to deliver the workshops with the professional self employed to deliver the workshops, psychologists and nutritionists noted definite differences in the kind of payers and people that come out of each area is very noticeable and it has been commented on, and they are different.

Interview E (Regional Professional Team E)

1.1. What talent identification method or processes are used within this organisation?

We have a player development path that encompasses 7 what they call traditional areas and those areas are Cynon Valley, Rhondda, Powys, Merthyr, the Cardiff area, Vale of Glamorgan and Pontypridd schools and those 7 feed, the player development path, feeds into an under 16's set up and we are lucky in the Cardiff area that we've got Cardiff North and Cardiff South with the dividing line being around the sort of Taffs Well area and then we feed into our under 18's then into our premiership clubs, but the player development path, the crucks of it, starts at those 7 divisional areas and those are obviously sub areas of the region, and its quite a condensed areas where we now have development officers that have been newly assigned with new job descriptions to scour those areas as far as Cardiff is concerned. So that's the player development path

1.2. Why were they adopted (rational)

There are demarcation lines within the area that are based on old school areas i.e. the Cynon Valleys, Merthyr, Powys and natural boundaries that exist within Wales anyway so they work quite well towards the player development path.

1.3. How do you judge you performance? KPI's?

We've got a what we call performance criteria and a character criteria, the performance criteria is quite basic, things like ball handling, tackling, competitiveness, explosiveness, position specific criteria, work rate and ultimately their potential and whether or not they are going to be future blues you can cut that down to little things like player job descriptions and the like but as a main it's a performance criteria based on those little bits and pieces but as important or more importantly we do dig into a character criteria as well which is things like self awareness, are they good team players are they self disciplined as individuals, are they motivated, are they mentally tough and again more importantly are they coachable? So those type of things as far as our talent ID people are concerned, our

development officers and that's a process I'm going through at the moment, is trying to re-educate the talent ID process because what tends to happen especially within rugby everybody looks at whether they can run quickly, can they pass, which is great and it's important but that's one part about being an elite performer and what we don't do enough is develop the character side of things and we've got a term in the academy here is that our job is to produce self-propelling athletes and good professionals but self-propelling means that their character has to be pretty sound to be able to propel and do things for themselves, so that is basically our KPI's for that method.

1.4. What are the pros and cons of this method

Well I hope there are not too many cons as we wouldn't have adopted it otherwise but the pros are that we do look at this, without being too cliché about it, but we do look at this holistically we do take a holistic approach to it, the cons are, there are cons about it that we are fighting the stereotype of what a rugby player is and that it needs to be labour intensive in the fact that I'm battling at the moment to re-educate and to make our development officers more accountable to this process because traditionally they've been spreading a mile wide and an inch thick I'm making sure now that our development officers are more accountable to the process and they are accountable to these KPI's and they just don't look at the players just as rugby players they've got to do a little bit more of the leg work to find out, to make sure their network of people they lean on is more thorough with what they are looking for in elite performers.

2. Do you think players can be classified by sociological or economic factors

Yes, definitely. There is research out there to suggest that elite performers, there is a huge amount of evidence to suggest that elite performers does depend on their social and sociological background, things like parental support, people getting lifts to places.

Yes, most definitely, as we just discussed there are strong predictors out there, for example there is research that has been done in sort of NBA, National Hockey League, AFL that the majority of elite performers have come from cities or towns with less than 500,000 there are less people that come from bigger towns and cities of over 500,000 I know Tiger Woods for example, where they come from little dirt track towns and cities outside of the main big cities and the economical reasons are they obviously they can get lifts and different things like that but as far as there, we mentioned scenarios where if you are in a bigger town, bigger city where there is an under 12's team there is an under 13's team, you stay within your age category, if you are from a smaller city where they may not have an under 12's team or an under 13's team you may have to play touch and pass with the seniors which gives you early specialisation and exposure to better performers and that's where you will then develop your skills and attributes and ethics which I think is, there is research to suggest there is a strong predictor on elite performers, so yes there is.

3. Do you actively identify and record where players emerge from on the basis of where they live, first played for, school/college?

Yes we do. Again going back to something I said earlier it's not as tight as what it should have been but we've got a system in place now where we've got all of that

information because that is a huge predictor for us as far as late developers are concerned as well so we need to make sure we keep our basis wide enough so yes that information is important to us.

4. Within the retail sector a great deal of time and money is spent classifying customers who buy certain products

I was aware that it goes on, how it is achieved then no, not really no.

4.1. Are you aware how this is achieved?

4.2. Do you think that a similar approach would benefit talent identification in your sport?

You mentioned earlier that there are 19 or 21 did you say, classifications, I would need to find out really what those classifications are, it would be interesting to find out what those classifications are.

5. Within your sport what systems are in place to measure or estimate how many participants a given area should be producing?

Yes there are, there are no benchmarks so far as what they should be producing but I've got, we have a good indication of the potential of each region, based on things like census reports of the population and demographics and stuff like that. So yes, but is that information acted upon well enough? No it isn't and that is something we need to take advantage of a little bit more.

6. Does your organisation have a postcode for every registered player?

Yes.

7. Are you aware of where all the registered players are located and who they are?

7.1. Demo/socio/psycho graphics of each athlete

Yes, well for example with the 7 area split that I discussed I know exactly where they are and where they live within that split, the discussion we had earlier about the Cardiff bay scenario, I would be interested in that type of information and because each area has its affluent areas and each area has its not so affluent areas so each areas so each area is split within that so I would be quite interested in that

7.2. Do you think that having the ability to map athletes along with categorisation would be beneficial for talent identification?

I would say yes but again I cant really answer that fully enough until I saw those classifications and what, I need to know what information you would be giving me back before I can answer that.

7.2.1. Colour coded classification

7.2.2. Proximity to resources

7.3. Are you aware of similar classified people in different regions/wards?

Yes.

8. Would having a map of where the athletes are located be beneficial to the organisation?

8.1. Development strategy

Yes, we have that now. But again depending on the classifications that come back it may split certain areas up again which yes I would be interested in that to be honest.

8.2. Identification of areas of concerns

Yes

8.3. Awareness of 'problem areas'?

9. What is your method of targeting different zones/wards in terms of developing a marketing strategy and the allocation of resources?

The big thing for us, and again going back to what I discussed earlier as far as development officers roles are concerned, they've lacked specificity in their role, and if I was going to coin it in a phrase, these guys need to know their patch they need to know their areas like the back of their hand and unfortunately because of perhaps job descriptions it hasn't been dealt with as tightly as it should so although they've got a dedicated area they don't know certain parts of their job well enough and going back to the player development path we discussed earlier they need to be accountable to that and from that point of view they need to know their patch and they need to be held accountable to certain parts of their job descriptions so we've got a vehicle and that but, are we doing it effectively at the moment? No we are not but we will get there because we just need to be a bit sharper in the way we deliver our job descriptions really.

9.1. Are you aware of where your target group are living?

Appendix E

Interview F (Market Research Professional F)

1. What are the uses of postcode analysis?

Yes. We can use it for a graphical representation for your network, retailer network, so you can see where your stores are, where your dealers are. You can spot perhaps some area is over represented, some area is under represented then you can ask for such additional information for example represent the size of a dealer or of an outlet in terms of time or number of sold items by a bottom slice so you can see where and who are your best performers. You can then ask another definition which is colour so each bubble could be a different colour so that for example green would represent good performers, red would indicate bad performers, perhaps some colour to represent the area in between so that way instead of reading it in a big table with like 200 items with many, many colours you could see graphically so in a matter of seconds you could see an image of what is going on in your business

2. How is postcode analysis used?

It's as I said with the first question, apart from in addition to this graphical representation of the network you can make use of information covered by the government so you can have the information on the average income in the area, the number of households, where for example you want to place another type outlet. So, ok, you can more or less know whether or not you will find customers in that area or not. The income, crime rate, ethnicity where perhaps you wouldn't, might be some kinds of foods would be better placed to be sold where ethnic minorities live. There are many, many, many dimensions and a lot of information I think is covered by the government so you could visit the website to see exactly what is achievable.

3. Where is postcode analysis being used?

Where?

Yes, like the retail sector...

Yes, retail I think perhaps manufacturing. Because when you want to build a new factory so you need to know whether you'll find employees. You will also take into account the vicinity of the cities, universities, so the thing is if you will find the workforce, so there is a separate subject on how to, where to place a business, or plant, or factory, so there are many dimensions and they use that kind of information so probably they've got the list of what needs to be fulfilled to be able to build a factory in some area. Because you will want to find a workforce and you would have to spend loads of money to attract the people to this place.

4. How reliable is postcode analysis?

There is certainly some limitations because in the same area you can have different kind of people living so you have to bear in mind that it's not like absolutely homogeneous. So it's like more indicator and help than the final factor.

5. So what data is available from postcode analysis?

So I think I've answered that already because it was about what kind of information we can collect.

5.1 How long does this data utilised?

Again, so we have a graphical representation of something of where we place a new factory, others where our customers live and also competitors, because we don't want to open a new shop when we are with our strongest competitor, so would be wiser to find uncharted territory rather than in direct completion

6. What are the limitations or deficiencies of postcode analysis?

We discussed about how reliable is postcode analysis. I think it provides guidelines.

7. Postcode analysis is used within the retail sector; do you think a similar approach would work for a sporting organisation wishing to classify its athletes?

I cannot think about that, I can not tell because I don't have any experience in that particular background.

8. In the retail sector they classify their customers, could a sporting organisation classify their athletes, say athletes are customers to a sporting organisation, could they classify them the same way the retail sector does

Classify in what sense

9. So with the postcode, the data so you are saying about mapping. So they could?

Yes, so it would be like graphical representation, yes, so whatever the entity is.

10. If the sporting organisation provided all of the athletes' postcodes, would it be possible to classify all these athletes? Geographical representation?

Representation is different than classification. For me to classify means to assign some attribute

Ok

It's like location, so by classify you mean location

Like demographics

Yes, yes. You can show it. But in terms of income or other aspects of, like background I wouldn't be so sure.

11. Is it possible to determine how different classifications of people respond to different marketing approaches?

Probably yes, if we could do some research in this area.

12. In terms of identifying talent or participants within a sport how could postcode analysis be applied and how could this info benefit a sporting organisation, so location to proximity to resources that sort of thing?

Yes, I agree. So you would probably identify some areas where your athletes are clustered and these athletes would probably be clustered around some sports facilities, so rugby clubs, swimming pools but you would need to have that data to prove this point.

13. And how could this data benefit a sporting organisation?

I don't think is a question for us?

Perhaps we could try. If you had a list of all the teenagers in your area, in this vicinity you could perhaps invite them to a free of charge lesson and perhaps they would like it and then continue. So you could end a letter, ok, you could try, so you could go to a swimming pool, it would be free first time, maybe you will like it?

Appendix F

Thematic Grid

Themes			
Talent Identification Methods and Processes	Information and Research on Consumers	Market Research Insight	Potential of Postcodes

