

SPORT AND TERROR: STRATEGY AND STAKEHOLDER DYNAMICS – THE LAHORE TERROR ATTACKS AND INTERNATIONAL CRICKET

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ABSTRACT

This paper explores the interface and inter-twining of sport, politics and sporting politics. It uses multiple frameworks to examine stakeholder-related issues of governance and strategy facing global and national sporting bodies in the aftermath of terrorism activity targeting elite athletes involved in a major sporting event. It does so by employing frameworks attributed to Freeman [9], Mitchell [13] and Badaracco [1] that highlight the stakeholder and ethical dimensions necessarily embedded in strategic analysis.

Key words: Stakeholders, Governance, Strategy, Ethics, Sport, Cricket.

1. INTRODUCTION

The first decade of the millennium has seen a continuation of the growth of sport not only as a global industry driven by commercial, media and entertainment imperatives, not only in terms of its impact in driving social, economic and political change, but also in terms of the impact that social, economic and political forces have on sport. With respect to its impact as a positive force, it is often said that sport has the capacity to unite, and nowhere has this been claimed to be more evident than in the world of cricket and amongst the ethnic, religious, political and geographical divides of the Caribbean and of the Asian sub-continent. Cricket is a sport played in all parts of the globe, and is especially strong in those countries that have affiliations to what was referred to as the British Empire, and is now the Commonwealth. In particular, cricket has grown from being a sport introduced and played mainly by expatriate British citizens during the colonial era, to being a sport that has grabbed the hearts and minds of sport-minded people in Australia, New Zealand and South Africa, and which consumes society in India, Pakistan, Sri Lanka and the West Indies. Indeed, in early March 2009, the top teams in world cricket were playing test matches in four different parts of the globe – with England playing in the West Indies, Sri Lanka playing in Pakistan, Australia in South Africa, and India in New Zealand.

This paper explores the aftermath of terrorism activity in Pakistan that targeted previously sacrosanct international athletes – in this situation, Sri Lankan cricketers en route to the Gaddafi Stadium in Lahore to start the third day of a five day test match against Pakistan. In particular, the paper uses the backdrop of terrorism in an attempt to address the broader issues of stakeholder identification that relate to stakeholder management, and to signal the contribution of stakeholder analysis to strategic management. The paper does so by employing a variety of frameworks, attributed to Freeman [9], Mitchell *et al.* [13] and Badaracco [1] that emphasize the stakeholder dimensions of decisions confronting the International Cricket Council (ICC), as the global governing body, and other national governing bodies of cricket.

The paper is structured in two main parts. The first part and initial sections provide an overview of the Lahore attack; set a context for the attack by providing instances of a sport-terror nexus on the sub-continent; and then briefly outline the nature and reaction to terror attacks, in general, and the Lahore attack, in particular. A second part seeks to understand, through the constructive illustrative use of different conceptual frameworks, the nature of stakeholders impacted by the Lahore attacks, and to do so by identification and consideration of a broader group of the ICC's stakeholders, as well as those

stakeholders directly affected by the attack. A final section outlines and summarizes a range of strategic issues having to be addressed, and strategic decisions having to be made by a variety of sporting bodies identified as stakeholders, in the wake or aftermath of the Lahore attack.

2. THE SPORT TERROR NEXUS

2.1 The Lahore Attack

On Tuesday morning of 3 March 2009, the Sri Lankan international cricket squad, together with match officials, left their hotel in two minibuses with a police commando escort, en route to the Gaddafi Stadium, for the second day of their third match in the Test Series against hosts, Pakistan. The air was one of expectancy with Pakistan's return to Test cricket after a one year absence, and with Sri Lanka returning to the Gaddafi Stadium where they had won the Cricket World Cup in 1996 [5].

As the minibuses approached the Liberty roundabout in the upmarket suburb of Gulberg, they were attacked by twelve masked men, later identified as a Lashkar-e-Taiba (LeT) terror group, who fired rockets, grenades and used AK 47 automatic rifles [16]. The driver of the second minibus, carrying mainly match officials, was killed, leaving its occupants at the mercy of the terrorists. The first minibus which had been travelling closely in convoy was able to accelerate away, avoiding much of the gun fire, as the driver saw events unfolding behind him. Six Sri Lankan players, two of their coaches, and one match umpire were injured and taken to Lahore's Services hospital. Five policemen died in the attack that lasted twenty minutes. The terrorists disappeared in cars and auto-rickshaws, without being caught. The Pakistani team, who had traveled in convoy with the Sri Lankan cricketers for the first two days, left separately on that morning, being delayed at their hotel. Informed of the attack whilst en route, they were able to return safely to their hotel. The Sri Lankans regrouped at the Gaddafi Stadium and were later airlifted by helicopter to Chatrapathi Shivaji Airport from where they flew home later in the day.

2.2 Security Issues in Sport and on the Sub-Continent

Table 1 sets out some of the incidents that have occurred over the last two decades, documenting, in the main, how cricket and elite national representative cricketers have been caught up unwittingly in terrorist activities, and in some cases, how the sport has suffered "collateral damage" [3] [18].

Table 1: Cricket and Terrorist Incidents – [18]

Date		Affected	Place	Event
1987	April 21	NZ	Colombo	Car bomb at a bus station - killing more than 100 people - while NZ cricket team are visiting. The three-test tour is cut to one.
1992	Nov 16	NZ	Colombo	Bomb attack by a suicide Tamil rebel motorcycle rider - killing 4 outside the NZ cricket team hotel as players are having breakfast. 5 players and the coach return home on "compassionate grounds".
1996	Feb 11	Australia W Indies	Colombo	Bomb blast kills 80 and injures 1,200, and 1 week later, Australia & WI refuse to play preliminary World Cup matches in Sri Lanka
2001	July 24	NZ	Colombo	Suicide attack by Tamil Tigers closes Colombo's international airport – killing 14. – NZ plays a match the following day under increased security
2002	May 8	NZ	Karachi	Suspected suicide bomber kills 14 people outside NZ Cricket hotel - injures the team physiotherapist on 1 st day of 2 nd test. NZ team flies home from Pakistan
2002	May	NZ	Karachi	Car bomb explodes in front of NZ Cricket team hotel – killing 13. NZ call off the tour within hours of the attack.
2002	October	Australia	Pakistan	Pakistan Cricket Board (PCB) switch a home series against Australia to Sri Lanka and Sharjah, United Arab Emirates after Australia refuse to tour over.
2008	Mar 11	Australia	Lahore	Suicide bombings kill at least 15 people - Australia postpones tour of Pakistan,

2008	July	Aus/NZ	Pakistan	Australia/NZ players advised not to travel to Pakistan for the ICC Champions Trophy. New Zealand cancel a one-day series in Pakistan.
2008	August	ICC	Pakistan	ICC postpones the Champions Trophy for 13 months - after 5 of 8 teams confirm non-participation due to security concerns
2008	Sep 13	Australia	New Delhi	5 five bombs - killing 20, injuring more than 90. Cricket Australia (CA) decides to go ahead with tour to India
2008	Sep		Islamabad	Al Qaeda bombing of Marriott in Islamabad, during the England tour of India.
2008	Nov 26	India	England	LeT Muslim extremists attack tourist hotels and restaurants including the Taj Mahal, where England usually stay – killing 170 people. English team fly home on Nov. 28, but return to complete tour.
2008	Dec	India/SL		India call off their Pakistan tour after the government refuses permission due to militant attacks in Mumbai. Sri Lanka agree to step in to tour Pakistan
2009	February	ICC		ICC CEO tells 2011 CWC organizers, India/Pakistan/S-L/Bangladesh to plan alternate venues given security concerns in Pakistan.

3. THE AFTERMATH

3.1 The Immediate Aftermath

The aftermath of the Lahore terror attack was not just restricted to the immediate end of the Sri Lankan tour, nor just to players, fans, and sponsors on the sub-continent, but extended to media world-wide, to global and national governing bodies, and state and federal governments. For example, concerns were immediately expressed about whether the ICC should retain Pakistan as a joint host for the Bangladesh, India, Sri Lanka and Pakistan-based 2011 cricket World Cup. Also, given that the Australia Cricket Board (ACB) had already cancelled a tour to Pakistan, there were pre-emptive suggestions that the England and Wales Cricket Board (E&WCB) could host the 2010 Pakistan-Australia series [4]. More generally, the response of the media worldwide, players and cricket officials, was one of shock, tragedy and apprehension about the impact on the game and on Pakistan:

Response of Former Players

"It is a major, major shock. Teams were already unwilling to come to Pakistan. This will end the game for the next couple of years, including the hosting rights of the World Cup."

"How do you expect foreign teams to come to Pakistan now? We took pride in hosting our guests. This image has taken a beating. It's sad for Pakistan. Hosting the 2011 World Cup alongside India is now a distant dream."

Wasim Akram, former Pakistan captain [19]

Response of the Media

"Anybody who believed that cricket's rarefied status – crossing as it does all religious boundaries with Hindus, Muslims, Buddhists and Christians all playing happily together – was a deterrent to terrorism, has proved to be seriously misguided."

"Cricket is a soft but very effective target, representative of middle-class western capitalism, with tentacles stretching deeply into every continent, and the players are easily accessible at structured and well-publicized times."

Simon Hughes, *The Daily Telegraph* [11]

Response of Cricket Officials

"On many occasions we were told cricket would not be targeted in Pakistan. This morning's events prove that incorrect. I believe the situation as it is currently stands in Pakistan is such that there will be reluctance for cricketers to wish to return there. But the current situation need not perpetuate way into the future. Things will have to change dramatically in Pakistan in my opinion if any of the games are to be staged there. I think that international cricket in Pakistan is out of the question until there is a very significant change, a regime change, I guess."

"The ICC Cricket Cup is due to be staged in the sub-continent, shared between four countries. ... The board will have to think very carefully about the extent to which Pakistan will be used ... safety and security of players, officials and supporters is very important."

David Morgan, ICC president, *The Daily Telegraph* [2]

3.2 The Emerging Aftermath

Within two weeks, the Bangladeshi government suspended all future tours by foreign teams because it felt unable to provide “sufficient security” [6] [7]. A week later, Shashank Manohar, the BCCI president, announced that the 45-day IPL tournament would be played outside of India [8], following the inability of the federal and state governments to guarantee adequate security measures for the IPL when faced with also having to provide the security necessary for safe and free national elections at much the same time. Anxieties about terrorism and its wider impact were rife. For example, the UK Home Secretary Jacqui Smith expressed concerns about the prospect of terror spreading, and about abilities to contain it, stating that “tackling terrorism is something we can not solely depend on the police and our security and intelligence agencies to do...” [15]. As such, she was reflecting on a multi-dimensional problem, affecting and being affected by multiple entities, and therefore implying a required multi-pronged approach. This paper offers a stakeholder approach as a means of addressing such issues.

4. STAKEHOLDER ANALYSIS

In this section, we provide a brief overview of the stakeholder approach that underpins the rest of the paper. Freeman [9] defines stakeholders as ‘*any group or individual who can affect or is affected by the achievement of the firm’s objectives*’, in effect, an implicit acknowledgement of the considered importance of a stakeholder approach to strategic management that necessarily takes the external stakeholder environment into account in a systematic way. However, here, we limit our illustrative analysis to a subset of Freeman’s approach that focuses on stakeholder identification and characteristics.

4.1 Overview of Stakeholder Approach

Freeman [9] proposed a framework which accommodates three levels of stakeholder analysis: rational, process and transactional. For this paper, we focus on the first or rational level. At the rational level, once the focal organization, system or problem owner is stated, it is necessary to identify ‘who’ the stakeholders are, and ‘what’ their perceived stakes might be. We may use a variety of approaches to do so, and here, we use Badaracco’s framework [1, p.13-25] to identify stakeholders through a process of surfacing any of three different types of the focal organization’s responsibilities – specifically, **to** whom or **for whom** they have responsibilities, or **with** whom they share responsibilities.

As a first step, Freeman seeks to build a schematic map of generic stakeholders for a focal organization. Then, a stakeholder chart is prepared by identifying specific stakeholders within generic groups – in the sense that for the ICC as focal organization, ‘member nations’ may be a generic group, but that its specific stakeholders would be the ACB, E&WCB etc. At this stage, the stakes and interests of specific stakeholders are also identified, and stakeholders analysed in terms of their ability to exercise power or influence [12]; their stated *opinions* about issues facing the organization and their perceived *orientation* to salient issues; and the extent to which stakeholders may affect, or be affected by the organization.

Whilst Freeman’s full version of stakeholder analysis requires identification of stakeholder relationships and attributes as a precursor to developing strategy, the brief here does not include strategy development. Instead, for illustrative purposes, we change our focus for different parts of the analysis. For example, in Figure 1, we present an example of a map of generic stakeholders for the ICC; a chart of specific stakeholders and their stakes in Table 2; and then in Figure 2 and Table 3, we present insights about stakeholders most likely to be affected by the BCCI cancellation of the Indian tour to Pakistan.

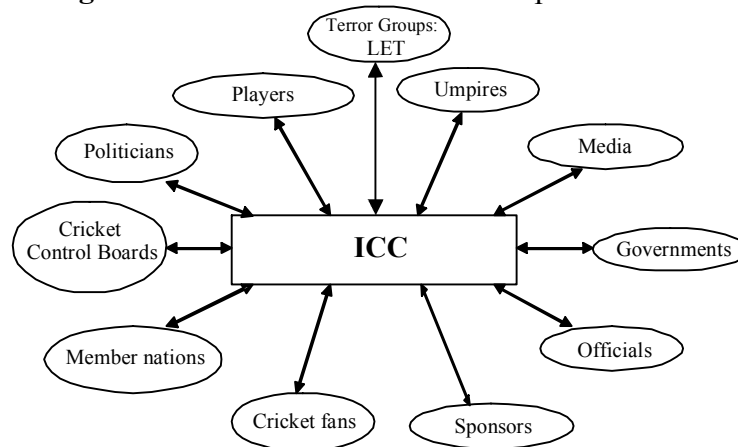
Additionally, given the Bangladeshi cancellation of the Pakistan 2009 tour to Bangladesh, and of the Australian tour to Pakistan, the E&WCB may have an interest and financial stake in hosting further Pakistan test matches in different regions of England which have substantial immigrant Pakistani communities. We may then build on such analysis of stakeholders and stakeholder relationships by use of Mitchell’s stakeholder typology [13]. Such analysis would then facilitate a broadening of discussion

about the strategic issues that are embedded in Freeman’s stakeholder approach to strategic management. These matters will be the subject of a further paper. The following section outlines an approach to identifying a range of focal actor responsibilities and the stakeholders to whom they relate.

4.2 Focal Actor Responsibilities and Stakeholder Identification

Here, in brief, using Badaracco’s approach, we surface Type 1 “Responsibilities **to** ...” as issues of *Personal Integrity* and *Moral Identity* by posing questions of the organization, individual or organizational actor such as: who am I?; what do I stand for?; what regrets would I be willing to live with? Such questions then help in defining one’s organization or oneself, for example, as a son; a friend; a professional; a Muslim etc; a Punjabi etc. - noting each identity has or entails different loyalties, obligations and responsibilities. In illustration, posing the questions for the ICC, we note its responsibilities **to** member states, that is, essentially, to itself, but not any higher statutory authority; **to** fans, but more in the sense of the fans having moral rather than formal authority.

Figure 1: A Generic Stakeholder Map for the ICC



Additionally, we surface Type 2 “Responsibilities **for** ...” as relating to *Personal* and *Organizational Issues* that can be surfaced by posing questions such as: Who are we? What do we stand for? What norms and values guide how we work together, treat each other? How do we define ourselves as a “human institution”? [1]. When such questions are addressed to and by the ICC, we note it has responsibility **for** the game as a whole, as a steward of the game, as its governing body and protector of its image, financial and reputational health; **for** its member states, their national teams and **for** the welfare of the teams; **for** its players, officials and umpires, their development and safety etc.

With respect to Type 3 responsibilities, the ICC **shares** responsibilities **with** member nations for game development; **with** governments and politicians for player and fan safety; and **with** sponsors and media for the profile and reputation of the game and events. These entities, individual and organizational, are shown in the generic stakeholder map (Fig 1), and surface again in Table 2, with responsibilities reflected or reinterpreted, where meaningful, as the stakes or interests of specific stakeholders.

In addition, we may seek to identify key specific stakeholders and how they have been influenced by the ICC. In this situation, we may consider the PCB, and their chairman, Ijaz Butt. We may pose the same questions of Butt, thus extending the network of stakeholder interaction to another logical level - asking of him, the same question – “Who am I?” Possible responses could be that as an employee, he has responsibilities **to** his employer, the PCB etc. As a Pakistani citizen, he has responsibilities to the state. As a manager, he has responsibilities **to** his profession. As a cricket player, he would have responsibilities **to** his captain, coach and manager, his team, his state, his country etc. Such responsibilities can be reflected as the stakes or interests of specific stakeholders, as captured in Table 2. Identifying Type 2 responsibilities for Ijaz Butt, we may elicit responses that as a sport politician, he has

responsibilities **for** his sport, his team; as a parent/husband, he has responsibilities **for** his children, wife. Then as PCB chairman, he has responsibilities **for** the PCB, his colleagues, national and state teams etc. Similarly, we surface Type 3 “Responsibilities **to**, **for** and **shared** with others” as *Personal*, *Organizational* and *Stakeholder Obligations*, noting conflicts of, say, Butt’s personal and sporting obligations with those of other stakeholders such as the ICC, PCB, BCCI, the IPL, and the Professional Cricket Players Association (PCPA).

Table 2: Stakeholders Chart Illustrative of ICC’s Specific Stakeholders’ Stakes & Interests

Generic Stakeholder Group	Representative Specific Stakeholders	Stakes of Stakeholder
Member nations	ACB, PCB, PCB Chairman Ijaz Butt	Stewardship & control of cricket; Protecting Sponsor/Media Rights, Safety, Reputation
Media	Sky Sports, Star TV	Protecting Media rights and benefits.
Sponsors	Sahara India	Sales Revenue & Profit, Reputation.
Government	Ministry of Sports, India	Sport Development; Citizen safety, Political Reputation
Cricket fans	Cricket fans in Pakistan	Following, watching , attending cricket
Umpires	ICC elite panel of umpires	Personal safety; high standard officiating
Players	New Zealand cricket team members	Safety; Income; Career Opportunities to

4.3 Stakeholder Characteristics

In this section, we comment on related characteristics of stakeholders that are useful in conceptualising stakeholders and conducting stakeholder analysis. They include the notion of stakeholder dynamics, and a set of other specific relational or relationship attributes that can be used to develop a conceptual framework and stakeholder typology that facilitates the identification and categorization of stakeholders. Freeman’s conceptualization of stakeholder dynamics [9] reflects the observation that the mix of stakeholders may not only change over time, but their stakes may also change over time depending on the strategic issue under consideration. In this situation, we note the emergence of the IPL, founded only in 2008, as stakeholders of the ICC and BCCI in 2009. Mitchell *et al.* [13] building on Freeman’s work have shown how meaningful classes of stakeholders can be conceptualized according to the possession or ascribed possession of one or more of three relationship attributes: *power*, *legitimacy* and *urgency*, and that these relationship attributes and related classes may be usefully employed to build a typology of stakeholders. The relationship attributes are defined as follows:

- **Power** - According to Mitchell *et al.* [13], a party to a relationship has **power**, to the extent it has or can gain access to coercive, utilitarian or normative means, to impose its will in the relationship.
- **Legitimacy** - Suchman [17] defined **legitimacy** as a generalized perception or assumption that the actions of an entity are desirable, proper or appropriate within some socially constructed system of norms, values, beliefs and definitions.
- **Urgency** - Mitchell *et al.* [13] defined **urgency** as the degree to which stakeholder claims call for immediate attention, thereby introducing the dimension of time. Thus, by including **urgency** as an attribute, a **dynamic component** is added whereby stakeholders may attain different levels of salience, and, in the minds of managers, change over time.

The following section outlines Mitchell *et al.*’s **typology of stakeholders** and how it embraces these attributes.

4.4 A Typology of Stakeholders

We note that if a stakeholder possesses only one of the three attributes, they are termed *latent* stakeholders and have low stakeholder salience. Among latent stakeholders, those with one attribute:

- power are called *dormant* stakeholders; 1
- legitimacy are called *discretionary* stakeholders; 2
- urgency are called *demanding* stakeholders. 3

If a stakeholder possesses two of the three attributes, they are termed *expectant* stakeholders and have

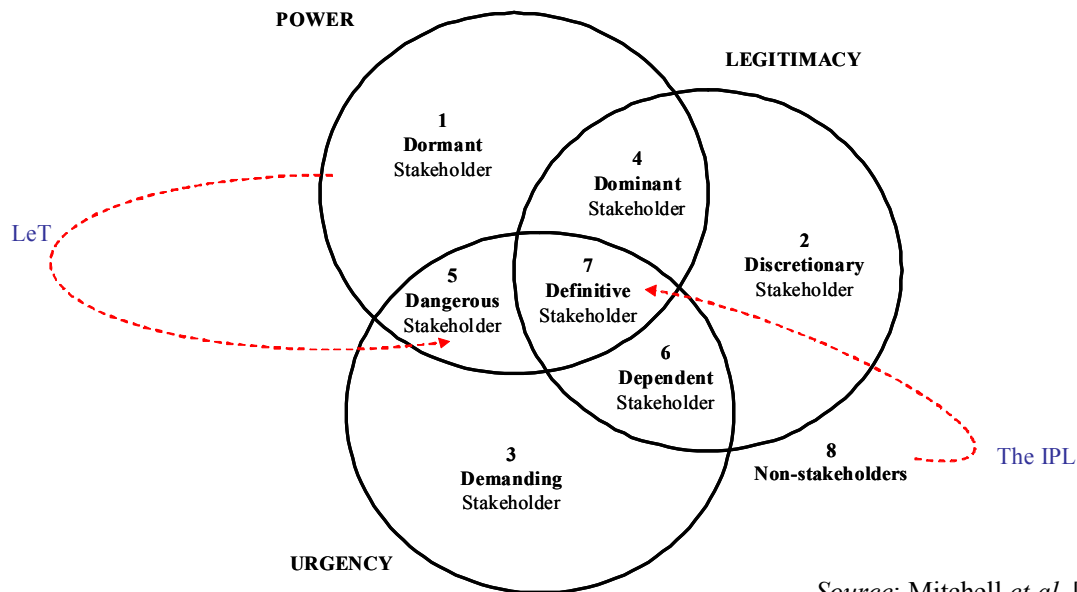
moderate stakeholder salience. Among the expectant stakeholders, those having:

- power and legitimacy are called *dominant* stakeholders; 4
- power and urgency are called *dangerous* stakeholders.; 5
- legitimacy and urgency are called *dependent* stakeholders. 6

If a stakeholder possesses or is perceived to possess all three attributes, they are termed:

- *definitive* stakeholders and have high stakeholder salience. 7 as in Figure 2.

Figure 2: Stakeholder Typology



Source: Mitchell *et al.* [13, p.74].

4.5 Understanding Stakeholders through Typological Classification

In our illustrative analysis of stakeholders likely to be affected by the BCCI cancellation of the tour to Pakistan (Table 3, Figure 2), we note that the LeT, as a terror group, does not just have the ability to lay *dormant* or to choose to rise up when the occasion provides opportunity. Its activities also demand an *urgent* and timely response – both in anticipation of, and in planning to combat the effects of action that may be taken by the LeT, but also in immediate and appropriate response to LeT activity. As such, we may classify the LeT as a *dangerous* stakeholder – in the technical sense offered by Mitchell *et al* [13].

Table 3: Stakeholders affected by BCCI cancellation of the Pakistan tour. - Mitchell *et al's* Typology

Latent Stakeholders: Single Relational Attribute	1 - Dormant (Power)	2 - Discretionary (Legitimacy) Former Captains	3 - Demanding (Urgency)
Expectant Stakeholders: Double Relational Attributes	4 - Dominant (Power & Legitimacy) IPL Commissioner	5 - Dangerous (Power & Urgency) LeT	6 - Dependent (Legitimacy & Urgency) Indian TV, Star TV - Media
Definitive Stakeholders: Triple Relational Attributes	7 - Definitive (Power, Legitimacy & Urgency) PCB, BCCI, CA, E&WCB IPL, Players, Umpires		

By contrast, Bangladeshi and Indian TV may have no influence on whether the tour to Bangladesh is cancelled. However, their interest in broadcasting test matches is valid and *legitimate*, and cancellation of the tour would have immediate impact upon them which would be time-critical and *urgent*. As a generic stakeholder group, broadcasters may therefore be classified as *dependent* stakeholders.

Other stakeholders may have interests and concerns that would be considered acceptable and *legitimate*,

and for whom, cancellation of the tour to Bangladesh would also have immediate impact, and generate *urgency* in response. They include other cricket nations who would expect or may be expected, or may see the opportunity to provide alternative opposition to India, Bangladesh or Sri Lanka; test players and officials, who may perceive a threat to their playing careers, income, or safety. All such stakeholders may be able to exert influence, quickly and with accepted *legitimacy*, and would be termed *definitive*. Further, dynamic qualities can be illustrated by showing how stakeholders can shift between classes when the salience of stakeholders changes by attaining/losing one or more attributes. For instance, the status of the IPL has rapidly moved from *non-stakeholder* to *definitive*. In addition, given that some erstwhile terror groups or freedom fighters have later gained political legitimacy - FLN (National Liberation Front) in Algeria, ENOKA in Cyprus, the Mau Mau in Kenya [20], FLEC (Front for the Liberation of the Enclave of Cabinda) in Angola [10] - we note how stakeholders classified as *dangerous* (in colloquial and in Mitchell *et al.*'s terms) could later be classed as *dominant* or *definitive*.

5. SUMMARY AND CONCLUSIONS

We now draw together various elements that have been examined, summarizing insights not only about the broader context of the LeT terror attack and its impact on a multiplicity of stakeholders, but also about the tools/approaches used in identifying and understanding them. We suggest that much may be gained from exploring how Badaracco's framework [1] provides a perspective on the differing nature of focal actor responsibilities and relationships that facilitate an identification of stakeholders to whom, for whom and shared with whom, the focal actor may have different responsibilities.

Similarly, much may be gained from exploring how the stakeholder approach of Freeman [9] and Mitchell *et al.* [13] may provide an alternative perspective on the issues facing the BCCI in its decision to cancel the Indian tour to Pakistan, or to relocate the IPL 2009 Series to South Africa; facing the ICC in finalizing the host venues for the 2011 Cricket World Cup; facing the Indian government in its preparations for the 2011 Commonwealth Games etc.; and facing those other governments whose sports teams are expected to participate in the 2010 Commonwealth Games or who have contractual obligations to fulfil in relation to scheduled sports tours and tournaments – by surfacing all those (stakeholders) who are impacted by their actions, and who may impact on them.

The decisions required are strategic in nature, yet need to be recognized as being rooted in the context of social, economic and political life on the sub-continent, whilst also having broader global and long lasting impacts. In addition, such decisions are also ethical in nature, as they impact on others as stakeholders. As a consequence, developing a better understanding of 'who' such stakeholders are; of what their attributes are in terms of *power*, *legitimacy* and *urgency*, can only aid the necessary comprehension of strategic environment that facilitates effective planning and strategic outcomes.

In particular, we note the role of cricket in the life and culture of the sub-continent; and its global standing. We note the political turmoil and social unrest in Pakistan and elsewhere on the sub-continent, with social-economic conditions providing a seedbed for promoting the activities of extremists. We note the diversity in society of ethnic, religious and political groups; and what has been the unifying nature of cricket and sport in providing a basis for stability, and in accommodating multiple world views by crossing tribal, geographical and other divides – of what we have termed different stakeholder groups.

Furthermore, we may need to contemplate a future characterized by stakeholder dynamics where elite athletes and elite sports events (stakeholders) are more likely to be deliberately targeted not just in attempts to garner global media attention and to focus attention on political causes [10], but also to disrupt normality in sport and society at large by acts of terror. In the latter regard, we can begin to develop understanding and alternative perspectives about sport as a stakeholder victim of terror [14].

We suggest that using a purely positivistic approach may not be sufficient in providing a holistic picture of such complex problem situations. We contend that an understanding of stakeholder views and

interests, often founded on different worldviews, is a necessary precursor to developing solutions acceptable to all parties; and that the frameworks for stakeholder analysis illustrated here, demonstrate how an interpretivist approach may appropriately assist in developing a necessarily comprehensive and holistic view of the problem situation as a precursor to strategic analysis and strategic development.

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