

Governance Landscape of Sri Lanka Elle

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ABSTRACT

Sri Lanka Elle (SLE) is a unique batting team sport in Sri Lanka. SLE's unique qualities and skills not seen in any other internationally recognized sport ensure its presence on the international stage. This study aimed to develop the first step in preparing an Elle game for the international stage. Using the IOC principal governance structure to identify the research questions, the three main objectives are to identify internal stakeholders along with their capacity and demographics, to identify the stakeholder landscape, and to create a stakeholder map. The study employed thematic analysis as part of a qualitative research methodology, with a sample size of ten individuals selected from the Elle Federation of Sri Lanka (EFSL) and School Elle Association (SEA) through purposive sampling. Semi-structured interviews were conducted with the selected individuals. In examining the first research question, it became evident that human resources are the most crucial asset within the SLE sector. Internal stakeholders with control authority are primarily driven by self-gratification. There is a recognized need for these stakeholders to acquire a deeper understanding of organizational structures, as well as a growing demand for training in financial attraction and management to enhance their capabilities further. The second research question focuses on identifying the stakeholder landscape; it was revealed that the foundation of SLE lies in political and financial power. While Elle has historically settled in areas where both powers intersect, it has struggled to attract political support to the sport and generate commercial value. According to the third question, it was possible to create a map of internal stakeholders. What was special about this was that they were motivated only by the satisfaction of playing and waited for an opportunity to dedicate themselves to the game's development. The study suggests that organisations should explore Drucker's principles of organisational management.

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Recommendations include developing strategic plans for SLE to motivate and attract new players, generating income, cultivating a public voice through engaging Elle fans, directing efforts towards the ministry, creating a website, engaging with mass media and modern technology, extending the executive board's term, and establishing district executive boards.

KEYWORDS: Governance Landscape, Income Generation, Stakeholders

INTRODUCTION

Background of the study

Sri Lanka Elle is a cultural heritage and a gift to the world from the ancestors of Sri Lanka. It was registered by the Ministry of Sports and Youth Affairs on 15.11.1976. It was also gazette on 27.10.2016 under Gazette No. 1990/23. Currently, there are two federations for Elle sport: the National Elle Association and the School Elle Federation. Additionally, there are 129 sub-confederations (Ministry of Sports and Youth Affairs, 2020).

The Sri Lanka Elle Federation, founded on 25.03.1962, with Mr. H.D. Wijedasa as its legislator and Mr. Police Commissioner Wantuweest as the first president, initiated standard rules for Elle. In 1965, the Federation organized its first national match at Sugathadasa Sports Ground. Elle competitions for girls started in 1976. The first live radio commentary took place in 1990, and televised matches were broadcast for the first time in 1996. In 2014, a 40/40 ball tournament was aired on CSN.

Although the exact origin of the game is unclear, it is believed to have been inspired by ancient Sri Lankan ancestors, including farmers, fishermen, and common urban dwellers. These groups used the game as a fun way to spend their leisure time. Farmers, after harvesting their crops, would often play the game with their families and neighbors until the next harvest season. Women and relatives formed teams and held competitions. The best teams were celebrated, and talented players were selected to create a village team, with the best player as the captain. Matches were held between neighboring villages, emphasizing teamwork. This tradition gradually faded from 1960 to 1980 (Jayasinghe, 1963).

Elle sports governance is carried out by the National Elle Association and the School Elle Association, each under the supervision of different ministries. They meet annually but lack specific offices or websites (Field study, 2024).

Compared to the management structure of the game, the modernization of sports is happening rapidly. This includes the production of sports equipment by machines, players preparing uniforms representing their team, and wearing protective devices such as knee pads while playing (Field study, 2024).

The current state of the Elle game reveals a stagnation in terms of development. This is due to the fact that despite being legalized as a sport through a gazette notification and having existed since before the colonization of Sri Lanka, it has still not been able to ascend to the international level. This represents the current state of the sport (Field study, 2024).

Problem statement

Sri Lanka Elle, which has been played in Sri Lanka since before the colonial era, was officially registered as a sport in 1962. The related gazette notice was issued in 2016, 40 years after the initial notice. There are several steps for a Sri Lankan Elle player to advance to the divisional, regional, provincial, and national levels. The next step for a national-level champion team is the international level. However, international recognition for the sport in SLE has yet to be established. Sri Lankan cricket, baseball, and badminton players have paved the way to compete in the international arena after the national level. Still, in comparison, the journey of the Sri Lankan Elle player has to be stopped at the national arena. They must restart as beginners in a different way. This is the reality of the Sri Lankan Elle player that happened from 1962 to 2024. If this situation continues, the amateur players will hesitate to choose Sri Lanka Elle. The researcher, a national-level player facing this fate, is determined to find a solution by 2024. That is, the Sri Lankan athlete, and conducting this research is seeking a way to establish a global presence with his own identity.

Research questions

The research has formulated three main research questions.

- How do internal stakeholders at Sri Lanka Elle describe their capacity and demographics?
- How do Sri Lankan Elle stakeholders describe their governance?
- What is the best stakeholder map of Sri Lankan Elle?

THEORETICAL FRAMEWORK AND LITERATURE REVIEW

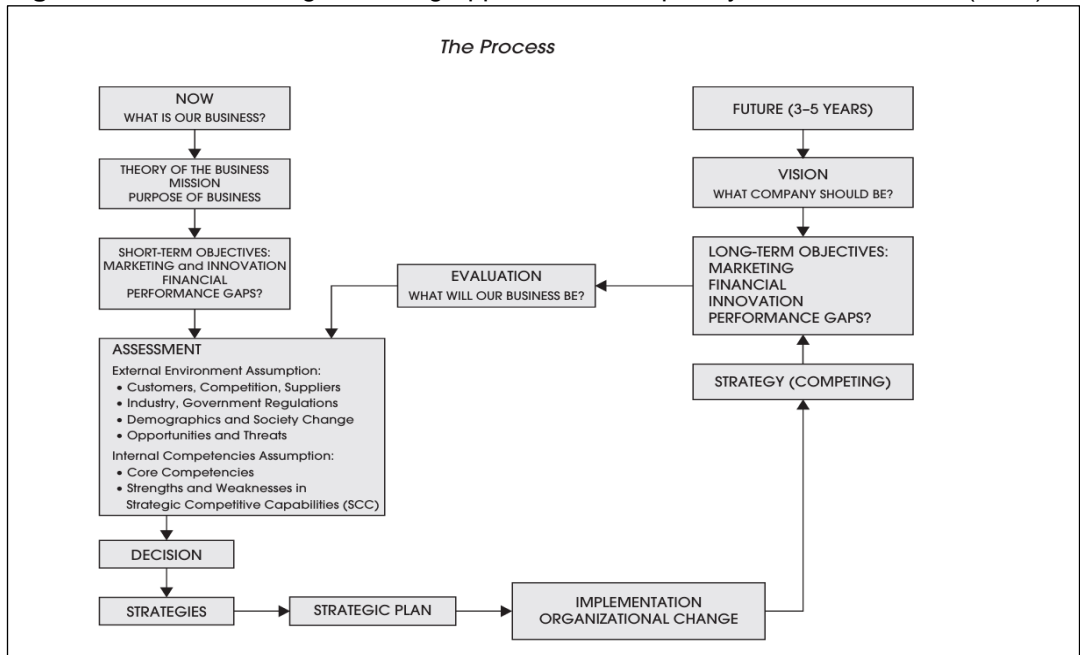
The second chapter has completed the literature review. It delves into the theoretical aspects relevant to this study.

Peter F. Drucker, emphasizes often referred to as the father of modern management, emphasizes the importance of vision, mission, objectives, and strategic planning within organizations. In *Managing for Results* (1964), he outlines three pillars of strategic movement: environment (markets, customers, and distribution), core competencies, and assumptions about future vision and mission. Drucker views strategic planning as a dynamic, ongoing process that involves risk-taking, systematic

decision-making, knowledge acquisition, and feedback loops to ensure alignment and adaptability (Swaim, 2010).

Theoretical framework

Figure 1: Drucker's Strategic Thinking Approach, Developed by Robert W. Swaim, (2023).



Source: Swaim, R. W. (2010). The strategic Drucker: growth strategies and marketing insights from the works of Peter Drucker. John Wiley & Sons.

The core principles of good governance in the Olympic movement were first endorsed by the Olympic Committee in Copenhagen in 2009. It was designed to strengthen the Olympic movement through governance.

The father of strategic management is H. Igor Ansoff. According to him, a SWOT analysis is a business strategy tool used by an organisation to determine its strengths and weaknesses. A SWOT analysis is a business strategy tool used by an organisation to assess its competitiveness. This tool consists of two main parts: internal and external. The internal part includes strengths and weaknesses. Strengths are the, and the industries that provide an advantage to the organisation. In contrast, weaknesses are the contributions that are necessary about competitiveness. Opportunities and threats are discussed under external environmental factors. Opportunities are organizational opportunities in the larger environment. In contrast, threats are the reality that brings problems to the organisation (Teoli et al., 2023).

METHODOLOGY

Research design

This study employed thematic analysis using qualitative methodology. Purposive sampling was employed to ensure representation from various sectors of sports across Sri Lanka, thereby facilitating a comprehensive understanding of the topic. Primary data collection and integration of secondary data were conducted to enrich the discussion and provide a holistic perspective. Through semi-structured interviews, ten data contributors were engaged to capture different landscape profiles of Elle Sport.

Study area

The country of Sri Lanka is selected as the study area.\

Figure 2: Sri Lanka, Digital map (2023).



Source: www.shutterstock.com

Study Population

There are two types of SLE stakeholders. They are internal stakeholders and external stakeholders. From there, the executive board members are identified as internal stakeholders. The Sri Lanka Elle operates under two main divisions: formal and informal. The Elle Federation of Sri Lanka and the Sri Lanka School Elle Association

under a formal structure. The Elle Federation of Sri Lanka operates under the Ministry of Sports and Youth Affairs. In contrast, the Sri Lanka School Elle Federation operates under the Ministry of Education. As this is a landscape study of Elle Sports, it was decided to select only the above, and individuals representing the management boards of the federations above. Accordingly, 10 data contributors were selected through purposive sampling. During the period from 2021 to 2024, interviews were conducted with the president, vice president (representing the school), secretary, former consultant, coaching advisor, and committee member of the Sri Lanka Elle Federation. Additionally, I contacted the director, president, vice president, and secretary of the Sri Lanka Schools Association for interviews. Additionally, a regional director of education was contacted, representing the ministries.

Sample Technique

Purposive sampling method

Sample

Based on the above population, 10 stakeholders of Sri Lanka Elle are contacted as data contributors using the purposive sampling method. There, the executive members representing both the federations were selected so that the positions of president, vice president, secretary, adviser, auditor, and regional director are represented in both the current and former categories.

Data Collection Method

Data collection is conducted in two main ways, namely, through primary data collection and secondary data collection.

Table 1: Data collection methods

Primary Data	Secondary Data
Interview	Digital & printed documents

Source: Author field study, 2024.

Data analysis and presenting

This study presents a thematic qualitative analysis of data collected through semi-structured interviews, using a manual coding method. Initially, interview transcripts were reviewed, and 10 interviews were transcribed into handwritten question-and-answer formats. These were then coded based on themes using three Bristol board tables corresponding to the main research questions. The most frequently occurring words were identified as codes and summarised with their percentage values presented thematically in the findings section. The findings and discussions were interlinked with the research questions. Additionally, annotations were made to

highlight new insights, presenting fresher findings for data analysis. Each subtopic was organised into sections including introduction, analysis, and the researcher's conclusion. Finally, a stakeholder map was developed based on the overall data analysis to guide future research needs.

RESULTS AND DISCUSSION

4.1. Capacity and demography of Sri Lanka Elle

4.1.1. Sri Lanka Elle Vision

This paragraph discusses the vision of Sri Lanka Elle. A written vision for Elle Sports was identified and created two years ago, in 2022, specifically for the Elle Federation of Sri Lanka. However, a written vision for the School Elle Association has not yet been created. Referring to the data contributors' statements, only two data contributors identified as having a vision for the target game, which accounts for 20% of the total interviews. A few others stated that they have a temporary and need-to-create vision. As many people say (70%), there is no vision for Sri Lankan Elle. Here, they mean no written vision. Here, the words "popular" and "internationalised" were presented more often among their statements. Some of the key words by this vision are "National sport", "International audiences", "High-commercial value".

As indicated by the data above, the Elle Federation of Sri Lanka has recently created a written vision. This vision was formulated by the current executive council without the knowledge of the board of directors. Consequently, if the current board of directors is unaware of this, likely, other members of the association are also unaware.

Drucker stated that a vision must possess the following characteristics: the composition of the business, its activities, the future market position, future customer focus, and the definition of the organisation the company needs to become. Additionally, Drucker points out that the vision statement serves as a guide for management decision-making (Drucker, 2005).

Specifically, a vision statement is an integral part of a formal organisation. It should be written and become generally accepted. Furthermore, it should represent not only the organisation's vision but also the vision of each member within the organisation. The vision of the National Elle Association has several practical shortcomings. Its primary weakness lies in its lack of popularity. A vision should be crafted to reflect the collective consensus. An organisation cannot have a vision that is unknown to its members or not embraced by the entire group. Furthermore, there is neither a written nor a temporarily formulated vision specifically addressing the School Elle Association.

4.1.2. Sri Lanka Elle Mission

This paragraph discusses the mission of Sri Lanka Elle. Only one participant (10%) identified that there is a written mission statement for this game, while the rest stated (90%) that there is no mission statement. Here are some keywords that they have identified as a mission. Many have tried to come up with a mission statement using words like "training workshops", "competitions", "law enforcement", "attraction", and "commercial value". The repeated word is "training". The highlighted keyword of the School Elle association is "for every school".

Drucker's statement recognises that if the mission of a business is to ask the question of who the customer is, then that. Customers may consist of two or more types. Consumers are drawn to retailers that offer something unique, distinct from the typical retail experience. The simple idea is that changing expectations and values motivates them to buy something different (Drucker, 2005). If the vision of an organisation is the future position of the organisation, then the mission of the organisation should be a guide to the vision. The above vision and mission demonstrate a mutual relationship; however, no practical guidance is provided. Taking this game to the international level is one aspect of the vision, mentioned in the mission statement as well. Comparing both, although the final result is expected, there is a lack of step-by-step presentation of basic arrangements. Accordingly, a gap exists between the vision and the mission statement.

4.1.3. Sri Lanka Elle Values & Co-Values

This paragraph discusses the values of Sri Lanka Elle, including high membership and performance. High membership means more players per team, with 32 players on the field (16 per team), which is unique compared to sports like volleyball, where there are typically 12 members per team. Performance in Sri Lanka Elle is defined by achieving a goal through throwing, hitting, or catching the ball.

The name Sri Lanka Elle is used as the home of the game of Elle in Sri Lanka. Compared to that, volleyball was invented in 1895 by William G. Morgan in the United States. The United States can be considered the "mother country" of volleyball (Fédération Internationale de Volleyball, 2022). Although volleyball was declared the national sport, it remains a controversial designation. While there is a sport that is unique to Sri Lanka, like Elle, the naming of a sport that shows the identity of another country as the national sport of this country continues to be debated.

Another special feature of Sri Lankan Elle is its inclusivity, allowing people of any age to participate regardless of their age. It is particularly challenging to reserve playgrounds on weekends because both young and old Sri Lankans typically gather to play or watch games. However, there is also a negative aspect to this. It has been revealed that rural Elle players, who do not participate within a formal organizational

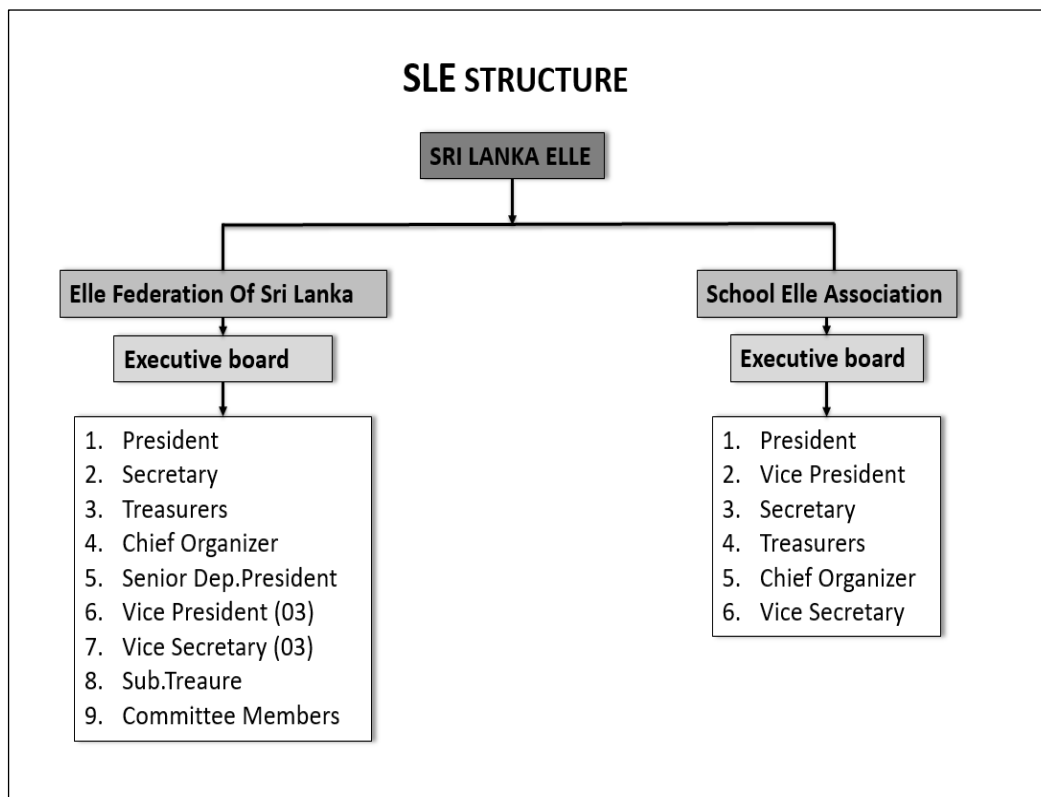
system, sometimes consume alcohol at the end of games, leading to occasional incidents of riots.

In terms of co-values, some elements identified in Sri Lankan sports are "popular," "a sport for the poor," "natural distribution," "weekend activity," and "minimal pollution".

4.1.4. Structure of Organization

This paragraph discusses how the organisational structure of the Sri Lankan hooking has been prepared. Sri Lankan hooking operates under two central governing bodies. Those are the Sri Lanka Hooking Federation and the School Hooking Association. These institutions are the Ministry of Sports and Youth Affairs and the Ministry of Education, respectively. It is controlled under. It should be mentioned in particular that volunteer officers work in both these institutions. There are two hundred volunteer officers in the Elle Federation of Sri Lanka. Compared to that, there are four hundred volunteer officers in the School Elle Federation.

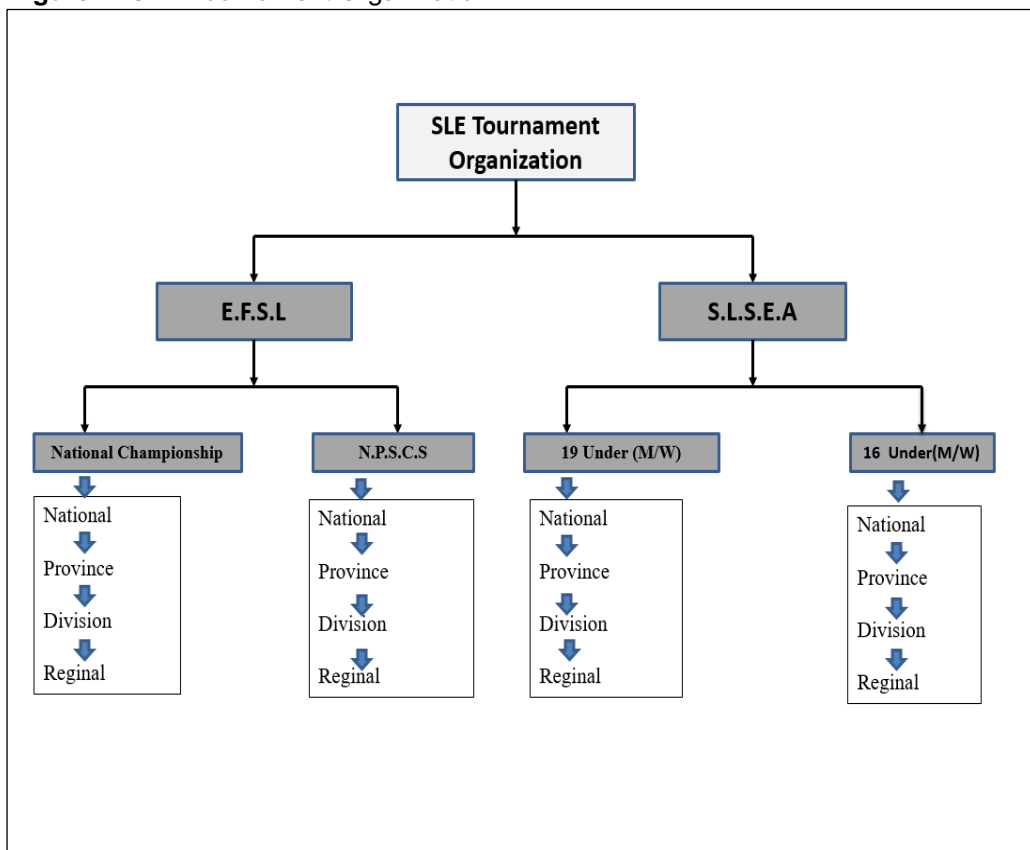
Figure 3: SLE structure



Source: Author field visit, 2023.

4.1.5. SLE Tournament Organization

Figure 4: SLE Tournament Organization



Source: Author field visit, 2023.

This chapter discusses the organization of SLE competitions. There are two main types of SLE competitions, which are organised by the two organisations, the Elle Federation of Sri Lanka and the School Elle Association. There are two types of competitions in the Elle Federation of Sri Lanka. That is, the National Grand Competition and Public Service Elle Competition Series. This competition is held under four primary levels: divisional, regional, provincial, and national. In particular, the National Grand Competition is conducted with the direct involvement of the Elle Federation. The relevant Provincial Public Service Commission conducts the Public Service Competition Series. By. There, the inspector found that the Elle Federation of Sri Lanka has no direct connection with the tournament.

The competitions of the School Elle Association are divided into two main parts: one for those under the age of 16 and another for those under the age of 19. These are

divided regionally and provincially into four stages. Kata is carried out by the Sports Department under the Ministry of Education, which indirectly involves the Federation of Schools. The inspector observed that the Elle Federation of Sri Lanka is not directly or indirectly related to the competitions organized by the School Elle Federation. The competitions organized by these two federations also take place in two ways.

4.1.6. Elle Federation of Sri Lanka

The conference began on 24th March of 1962 at the Lankadeepa newspaper office, which was called "Times Mandire" at that time. It should be mentioned that there is no specific office for this conference until now. The federation office becomes the official office of the president of the federation. It was during this period that the Constitution of the Federation was created. Currently, the Federation has "Name," "Symbols," "Insignia," "Flag," "Anthem," and "Colour."

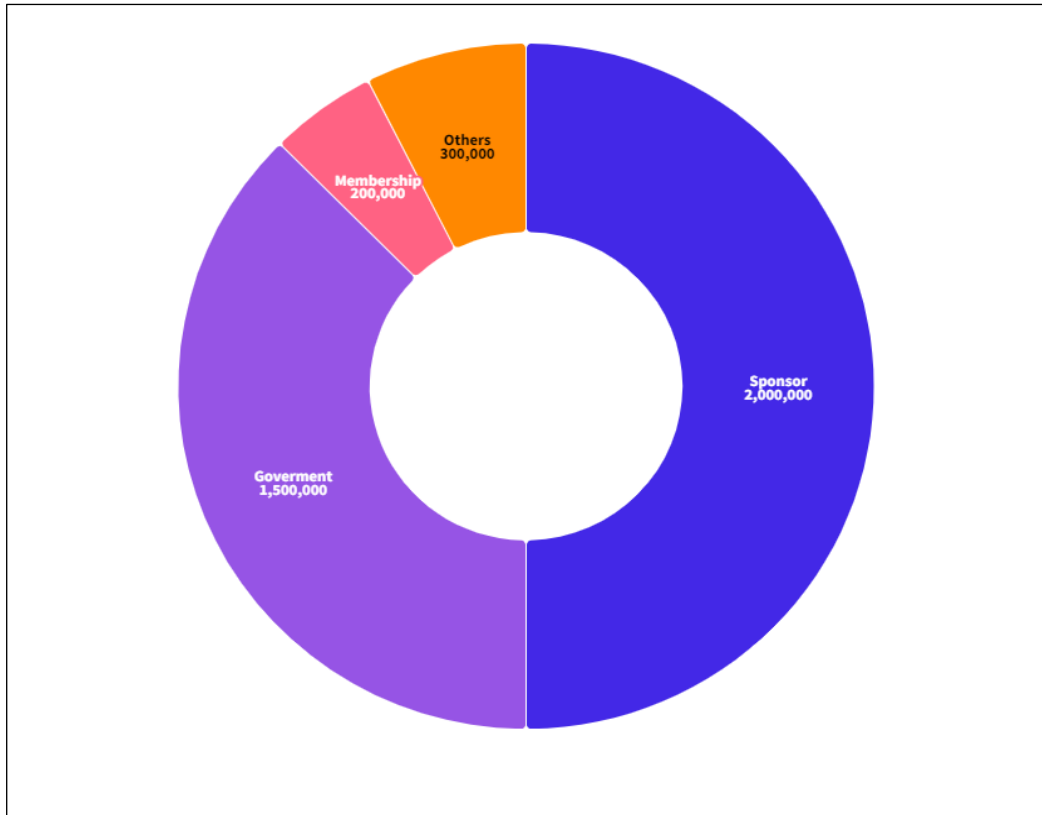
Furthermore, the rules and regulations of the organisational structure entail numerous responsibilities and residual information; however, the presentation is framed as this research being a study based on the management process. In discussing the latest governance structure, the new Constitution and Legislation Committee of the Elle Federation of Sri Lanka has been appointed as follows (2020-2021).

4.1.7. SLE Women's Representation

Here, the representation of women is at a minimum for the Elle Federation. Because of this, they point out that, as a voluntary organisation, the representation of women may have been minimal. However, this year, the researcher discovered during data collection that the constitution requires at least two women to sit on the executive council. Received. The representation of women in both federations is minimal in the executive council. However, women's representation is at a high level among coaches, judges, players, and others.

4.1.8. SLE Budgets and Revenue Sources

The financial management of SLE is discussed in this section. Here, the methods of collecting funds from donors were presented in four ways. If the value obtained from those codes is stated with percentages, as aid money and donations (50%), money received from the government (40%), money obtained or earned through other non-illegal fair means (6%), membership fees (4%) The funds of the federation, as depicted in Figure 5, represents the Federation Fund for 2023.

Figure 5: SLE Budget (2023 Year)

Source: Author field visit, 2023.

Here are some general conditions regarding the use of the organisation's money. The treasurer must issue a receipt for every amount received by the association. Additionally, the funds received by the association are deposited into the Bank of Ceylon's current account, which is designated as official account number 0002323012. The executive council approves the funds deposited in this way. It cannot be spent except for. When withdrawing money for any need, the chairman or secretary must sign the relevant documents with the treasurer. Additionally, the treasurer is authorised to retain. Additionally, the treasurer is permitted to retain an amount not exceeding Rs. 10,000/- a person who has taken money for a specific particular purpose. If the related bills are left, the same money should be given to the treasurer within fourteen days.

4.2. Sri Lanka's Governance

4.2.1. SLE Governance

The concept of governance is as old as human civilisation. In any organisation worldwide, there must be a regime—meaning there must be a governing power overseeing decision-making and implementation, from the smallest social unit like the family corporation to the governance of a country (United Nations Economic and Social Commission for Asia and the Pacific, 2022). There are many forms of governance. However, the focus of this study is on sports governance, so the discussion in that regard is led forward. Governance is inherent in all organisations, but sports require a distinct and specific set of principles. This is because establishing a unique governance framework within a sports organisation or nonprofit governance setting is one of its main characteristics. These characteristics include a unique structure, long histories, passion, and a variety of purposes. Discussing the governance of sports opens up another topic. However, since Sri Lanka Elle is solely focused on sports governance, it will be divided into the following main parts.

4.2.2. Sri Lanka Elle Decision making

In Sri Lanka, Elle has two executive boards, with each federation having one. The Elle Federation of Sri Lanka executive board comprises twenty-three members, while the school's Elle association's executive council has five members. Leading forces, primarily led by the president, are assigned within the Sri Lankan Federation of Elle. The executive board holds the main power for decision-making. Data contributors have identified decision-making within the executive board as follows: the chairman (70%), the executive board (20%), and the chairman-led executive board (10%). Although the president holds the actual decision-making power, executive members possess the ability to influence that power. According to the above data, only 10% have commented on the correct decision-making approach.

4.2.3. SLE Executive Board

The decision-making process of Sri Lanka Elle is carried out by the executive board, led by the president. While there is no direct relationship between the Elle Federation of Sri Lanka and the School Elle Federation, a connection is established between the two through the presence of one representative from the School Elle Federation on the executive board of the Elle Federation of Sri Lanka. This representative holds the position of vice president. One hundred and twenty-five clubs operate within the Elle Federation of Sri Lanka. Committee members participate in and represent clubs in decision-making processes that involve these clubs. A notable point to mention is that the Elle Federation of Sri Lanka operates under the Ministry of Sports and Youth Affairs. In contrast, the School Elle Federation operates under the Ministry of Education.

Drucker states that good decision-makers correctly identify the problem and make decisions accordingly. The steps of decision-making for a particular problem, implementing that decision, committing to action, and reviewing are crucial in the decision-making process (Drucker, 2005). There is a formal structure and control power related to decision-making in Sri Lanka Elle. The following statement can be studied in this regard.

Table 2: SLE Executive board

Behaviour & Actions
• Appointment of appropriate ranks, including members in accordance with the Sports Act and the Federation's Constitution, to vacant posts. • Convening the General Assembly and making decisions on behalf of it. • Conducting, organizing, and overseeing Elle championship wave series, referee training camps, mentoring courses, announcer training camps, etc. • Enforcing disciplinary control. • Supervising the operations of the Federation's affiliated associations. • Approving new association memberships and registering members in membership registers. • Preparing coaches, judges, and announcers for competitions and workshops organized by external organizations or organizers through the respective associations and submitting them to the Executive Council for approval. • Maintaining the confidentiality of decisions made by the Executive Council. • Appointing representatives of associations and representatives related to the school association, the association of judges, the association of public services, and the field of operation for membership in the executive council.

Source: Author field visit, 2023.

The aforementioned powers and functions are mentioned in the Sri Lanka Elle Federation Constitution.

4.2.4. SLE President

The primary responsibility for decision-making in Sri Lanka lies with the chairman, who is elected by the highest voting power of one hundred and twenty-five sports clubs. Additionally, the president must possess knowledge related to education, administration, and finance. In this context, a person with political and financial influence is more likely to be elected to the position of president.

Table 3: SLE President Behavior and actions

Behaviour & Actions
• To preside over and lead the General Assembly and the Executive Council. • Monitoring the activities of officials. • Engaging in consultations with ministries. • Consulting and making decisions with the Game Development Department. • Decision-making regarding official sponsors. • Overseeing Executive Council decisions. • Acting as an arbitrator in any function reported to be illegal and not covered in the constitution. • Delegating authority to officers as per the needs and nature of the work. • Using the arbitrator's vote as an arbiter if any decision of the Executive Council does not receive an equal vote. • Signing checks and recommending and approving drafts. • Reporting any illegal actions to the Executive Council and making necessary decisions. • Making legal decisions. • Representing the Federation and participating in invited functions and prestigious events.

Source: Author field visit, 2023.

As identified by the researcher, studying the facts from the inception of Sri Lanka Elle in 1962 to 2024 reveals that 90% of the time, a member of any political party in Sri Lanka (e.g., a minister, Member of Parliament, or election candidate) has been elected to the position of president. Numerically, 90% represent a combination of political and financial power, while 10% represent solely financial power.

4.2.5. SLE Executives Members

Table 4: SLE Secretary behavior actions

Secretary Behavior & Actions
• Handling correspondence with approval from the Executive Board. • Organizing general and executive board meetings. • Reporting on meetings and preparing progress reports. • Managing documents and financial matters. • Recruiting and maintaining membership records. • Handling constitutional amendments and notifications. • Utilizing the secretary's address until a permanent office is established. • Presenting received letters to the Executive Board. • Making decisions with the Executive Board's input. • Approving the official colour for each year.

Source: Field visit, 2023.

Table 5: SLE Chief Organizer behavior and actions

Chief Organizer Behavior & Actions
• Organize and conduct competitions. • Report violations of disciplinary rules promptly. • Prepare competition documents and submit them to the Executive Board. • Implement decisions of the Competition Committee. • Submit competition requirements to the Executive Board. • Provide match results to the general secretary promptly.

Source: Author field visit, 2023.

Table 6: SLE Senior Deputy President behavior and actions

Senior Deputy President Behavior & Actions
• Preside over meetings in the absence of the chairman. • Represent the chairman on special occasions. • Perform authorized duties approved by the president/general secretary.

Source: Author field visit, 2023.

Table 7: SLE Vice President Behavior and actions

Vice President Behavior & Actions

- Promote matches and report match results.
- Coordinate refereeing activities of the Federation.
- Maintain head office equipment and supplies.
- Act as delegate of chairman or general secretary with approval of the executive board.

Source: Author field visit, 2023.

Table 8: SLE Deputy Secretary behavior and actions

Deputy Secretary Behavior & Actions

- Manage events and coordinate.
- Distribute Federation's Constitution copies.
- Conduct media activities per the chairman and secretary's instructions.
- Report media information to the Executive Board.

Source: Author field visit, 2023.

Table 9: SLE Auditor behavior and actions

Auditor Behavior & Actions

- The auditor in the executive board is a non-voting officer.
- Check the purchase of conference document vouchers.
- Supervise programs, including sanctioned matches and training camps of the Federation.
- Check budget reports and ensure accuracy.

Source: Author field visit, 2023.

Table 10: SLE Advisor behavior and actions

Advisor Behavior & Actions

- Train advisors, announcers, and scorekeepers.
- Coordinate or train sports specialists.
- Prepare training criteria for EC submission.
- Interpret rules; make amendments as needed.

Source: Author field visit, 2023.

At the end of the interview analysis from P1 to P10, the interviews are, although it is an organization of independent officers without permanent employees, the executive board has formally divided the responsibilities in this organization in the same way that the responsibilities of a general sports federation are divided.

4.2.6. SLE Lower Level Staff

This paragraph discusses the lower-level staff, individuals involved in implementing and managing decisions of the Executive Board and the President. However, unlike a typical conference, the Sri Lanka Elle Federation doesn't have permanent paid employees; instead, all individuals are voluntary officers. Both the president, the executive board, and lower-level staff are volunteers. According to the research, 100% of the data contributors used the term "volunteer officers" instead of "lower-level staff," indicating a grammatically correct usage. Accordingly, the responsibilities of each volunteer member position are as follows with the English version.

4.2.7. SLE Constitution changes

The Elle Federation of Sri Lanka has been drafting a constitution for the year 2020-2021. Twenty-five volunteer officers of the Elle Federation of Sri Lanka New Constitution and Legislation Committee (2020-2021) have been involved in drafting this constitution. There was a change in the executive council before finalizing it. As a result, further passage of this constitution is expected. As the researcher deems it important to mention in this regard, a subtitle is allocated accordingly.

The first point is that it is mandatory to appoint an executive council consisting of members representing registered sports clubs, sub-associations, district associations, and institutions of the federation as the decision-making committee of the federation and to grant them voting rights. The third point is that a member of the federation must surrender all belongings of the federation within 14 days from the date of termination of the membership. All payments must be made by check in the name of the person to whom the relevant proceeds are to be received, and the issuance of checks stating 'cash' is prohibited.

During the data collection, the researcher found that a constitution is being compiled by incorporating new facts as stated in the above intention. It was stated that this constitution is proposed to be submitted to the next executive board.

4.3. Sri Lanka Elle Stakeholder Environment

This paragraph identifies the stakeholders of Sri Lanka Elle. Through the first and second research questions, data analysis revealed that the main resource of Sri Lanka Elle is its human resource. Since the formal beginning of the federation in 1962,

Sri Lanka and various stakeholders nationally and internationally have been involved in Sri Lanka Elle. There is an accumulation around, providing an opportunity for them. Stakeholder mapping involves identifying individuals who support a project at its outset. This entails analyzing their influence and interest, mapping them, and prioritizing accordingly. The positioning of stakeholders is determined by their contribution (Miller, 2021). The purpose of this research is to introduce the human resources of Sri Lanka to gather necessary data. These stakeholders are divided into two main parts: internal stakeholders and external stakeholders. This debate is further expanded under subsections. Each stakeholder has contributed more or less to the foundation of Sri Lanka Elle.

4.3.1. SLE Internal stakeholder Environment

The following people have been identified by the researcher as internal stakeholders of Sri Lanka Elle Sports, and they are the people who are registered in the Federation and contribute directly to its growth. Internal stakeholders share some characteristics with external stakeholders, but they must be registered in some capacity. If not registered individually, they must form a group and register collectively as a group. In other words, all individuals who register with legal status in the Sri Lanka Elle Federation are considered internal stakeholders. Since this research focuses on governance, the primary data contributors were internal stakeholders. Specifically, the sample was formed with the assistance of members of the executive board and advisors.

4.3.1.1. The Federation of Sri Lanka

This chapter discusses the Elle Federation of Sri Lanka, which divides stakeholders into internal and external groups, both operating under two federations. The primary authority lies with the Elle Federation of Sri Lanka, which the Ministry of Sports and Youth Affairs governs. Since its establishment, the Federation has formulated rules and regulations for the sport and distributed them among sports clubs. The governing authority of the Federation rests with the executive board, which is responsible for overseeing various external stakeholders such as sports clubs, referees, coaches, consultants, and players. The conference, which commenced in 1962, no longer possesses a written constitution. Additionally, it lacks a designated office or webpage, and there are no physical or spatial markers such as an email address or phone number. The secretary's phone number serves temporarily, and group meetings and discussions are conducted via WhatsApp.

4.3.1.2. Executive board

The Executive Council of the Sri Lanka Elle Federation performs key tasks as internal stakeholders, overseeing monitoring and evaluation. The chairman and council members serve as volunteers, with personal financial contributions and relationships

used to organise competitions. These contributions, both financial and material, help attract participants. The executive council, comprising both current and past members, is responsible for the Federation's operations, with accountability and responsibility observed as volunteers.

4.3.1.3. Board of Referees

In the discussion regarding the judges of the National Elle Federation, it was observed that they are divided into three main groups: A, B, and C grades. According to their grade, they are entitled to permits. Additionally, the Sri Lanka Elle is prepared jointly by these judges. There is an association of judges with a registered number of 120, directly representing the Sri Lanka Elle Federation and working as judges. However, it was also observed that judges who are not members of this association and do not have a license are still engaging in judging. These unlicensed individuals are registered as referees, but they are not authorized to act as referees by the Federation or the Referee Association.

4.3.1.4 Sri Lanka School Elle Associations

The School Elle Associations serve as the formal institution for the sport of Elle for children, with teams formed at the school level and competing at various levels up to the national level. Operating under the Sports Division of the Ministry of Education, it is overseen by a director of sports supervision appointed by the ministry. Additionally, the School Elle Association collaborates with the Elle Federation of Sri Lanka, with the vice president of the School Elle Association represented on the executive board of the Elle Federation of Sri Lanka. This ensures a cohesive relationship between the two institutions, with the School Elle Association equally accountable to both the Ministry of Education and the Elle Federation of Sri Lanka.

The organization comprises five members led by the president. Positions include president, vice president, two secretaries, and treasurer. Eligibility requires being a school teacher, with the president needing to be a principal or deputy principal. They hold executive powers, overseeing tournaments and school teams, with communication through WhatsApp and meetings arranged at specific times and places. Oversight is provided by the inspector. A deputy chairperson from the Elle Federation of Sri Lanka coordinates with schools.

4.3.1.5 Ministry of Sports & Youth affairs

All sports federations in Sri Lanka operate under the Ministry of Sports and Youth Affairs. It was recognized that the Elle Federation of Sri Lanka is another federation governed under the supervision of the Ministry of Sports and Youth Affairs. When the next executive council was selected, matters of participation in the General Assembly

were identified. Here, it was observed that annually the Ministry of Sports and Youth Affairs pays less attention to the Sri Lanka Elle Federation compared to other sports.

Thus, the researcher finds that the Ministry of Sports Affairs allocates a significant amount of money annually for Sri Lankan sports, but it is at a minimum level compared to other sports in Sri Lanka.

4.3.1.6 National institute of sport science

The National Institute of Sports Science conducts courses and camps for trainers, where it supervises the quality of trainers and the issuance of licenses, ensuring grammatical accuracy.

4.3.1.7 SLE Clubs

In Sri Lanka, there are approximately 125 Elle sports clubs, categorized into women's and men's clubs. Some clubs are subject to a registration fee. These clubs have the opportunity to engage in executive activities, with each club represented by a member in the executive council. However, in 2023, a club filed a lawsuit contesting a competition decision, and it has been revealed that the final tournament has yet to take place.

4.3.1.8 Advisors

The consultant, despite lacking significant voting power in the executive board, holds crucial responsibilities such as training judges, announcers, and scorers, as well as coordinating with specialists in cow sports. Additionally, they represent the federation upon approval from main officials and are accountable to the Executive Board for their actions. They are also tasked with drafting and presenting training criteria, stakeholder plans, and amendments to sports laws, including preparing a new constitution for Sri Lankan sports in 2024. Although they are unable to act as an arbitrator, they maintain a supervisory role within the conference.

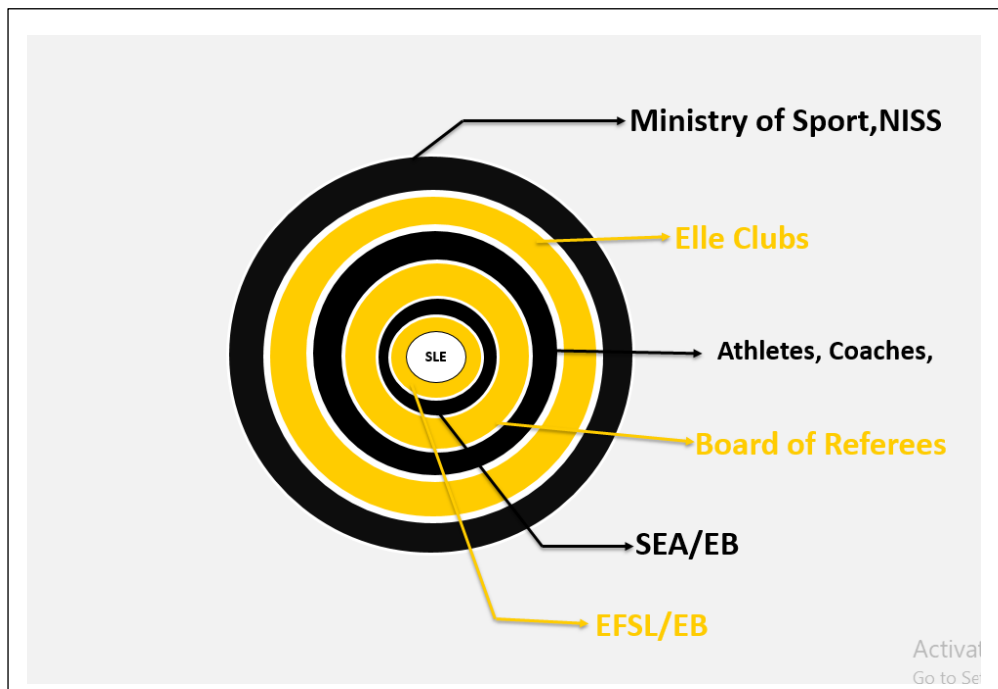
4.3.1.9 Coaches

In this paragraph, the coaches of the Sri Lanka Elle sport are discussed. Here, during the data collection, about 20% of the data contributors had the opinion that there are about thirty coaches recognized by the Sports Ministry in the federation. 80% of the opinion, or the majority opinion, was about the number of coaches in the Sri Lanka Elle Federation, which is not possible to confirm. The reason for this is that the Sri Lanka Elle Federation has not issued a license for coaches until 1962-2024. Thus, there are no legal coaches in the Elle Federation. Functions. The person who has gained expertise will function as a coach who has the ability to lead teams, create physical and mental motivation of players, and conduct direct transactions with the Federation in matters related to sending players for tournaments.

4.3.1.10 Athletes

In Sri Lanka, Elle players hold significant stakeholder status, being the focal and popular aspect of the sport. Historically, 19 players engaged in international matches representing Elle prior to 1962, alongside other athletic pursuits. Their ability to captivate audiences renders them influential in the sport's popularity, granting them indirect franchise. Player development involves several stages, starting with village-level team creation and progressing through divisional, regional, provincial, and national championships. Registering with the federation marks the initial qualification for players to potentially sit on the executive council. Additionally, experts in this domain are required to contribute to the federation. Below is the internal stakeholder environment. Here the SLE is designed as a circle according to the control power. Also, the SLE is designed to be progressively larger from the nearest organization. The following diagram is created as a summary of the above-mentioned points.

Figure 6: SLE Internal Stakeholders Environment



Source: Author field visit, 2023.

4.3.2 Sri Lanka Elle External Stakeholder Environment

Apart from the internal stakeholders registered with the Elle Federation of Sri Lanka, the remaining individuals affiliated with the federation are termed external stakeholders. These individuals lack a direct relationship with internal stakeholders to influence the executive board, as they have been merged.

4.3.2.1 National Lotteries Board

As per the respondent's research, the National Lottery Board has been involved with the Elle Federation in various capacities, particularly at the donation level on multiple occasions. For instance, in 2013, it served as the primary financial sponsor for the "Dayata Kirula Elle Championship" under the "Dayata Kirula program." Additionally, during the creation of the Constitution for the Sri Lanka Elle Federation, the National Lottery Board provided significant financial support, including covering printing fees. Therefore, the association of such a prominent institution as the National Board with the Elle game signifies substantial support for its development.

4.3.2.2 Sri Lanka University teams

The university system serves as a significant external stakeholder for Sri Lanka Elle. Unlike the school system, it operates under the University Grants Commission. Elle is studied as a sport within universities, with popular tournaments including the inter-university tournament and the SLUG tournament, which is held once every four years.

4.3.2.3 Ministry of Education

The Sports Division of the Ministry of Education serves as an internal stakeholder within the SLE, focusing on financing and other functions for under-19 girls' and boys' tournaments. However, it does not engage in the legislative activities of the SLE. Funding is delegated across divisional, regional, provincial, and national levels.

4.3.2.4 Italy Fans

The Italian audience refers to Sri Lankan Elle players who migrated to Italy to work and play Elle recreationally. Italy boasts 22 Elle clubs, and this group offers financial and material sponsorship for Sri Lankan tournaments. In 2013, proposals were made to establish an Italian Elle Federation, but the plan was not executed due to changes in the executive council. Among external stakeholders, the Italian audience is the most significant group among those joining from other countries.

4.3.2.5 Dubai Fans

Here, the Dubai audience refers to Sri Lankan Elle players who migrated to work in Dubai and played Elle recreationally there. However, there is no specific information available about the number of clubs in Dubai.

4.3.2.6 Politicians

In this scenario, the term "politicians" refers to the politicians of Sri Lanka, who have been actively involved in Sri Lankan elections from various sectors. Data analysis indicates that government representatives in power utilise Sri Lanka Elle to garner votes and attract public support, constituting approximately 70% of the researcher's findings. Politicians primarily provide financial and material support, as there is no specific office designated for the Sri Lanka Elle, prompting the temporary utilisation of the chairman's office by the new executive council. Consequently, politicians possess the capacity to influence the executive council directly. Despite their physical absence, politicians maintain ties with Sri Lanka Elle sports through sponsorship and support.

4.3.2.7 Businesses

Since its establishment in 1962, the Sri Lanka Elle Federation has been affiliated with various businesspeople as well as politicians, providing financial and material support. In 1896, the "Yasoda Company," a prominent profit-making business at the time, contributed 28 lakhs towards the games. Additionally, donations have been made to the Ministry of Youth Affairs for Sri Lanka Elle.

4.3.2.8 Social media

Discussing social media, Elle runs various YouTube channels (Elle Coach, Sri Lanka Elle, Elle Sport), Facebook (Elle Sri Lanka Sport, Belihuloya XVI, ellelife.lk, Thotalaga Aruna), TV channels, radio, 'Ellaya' magazine, and the Sri Lanka Elle blog on a personal level, along with sports. For example, W.J. Live, Elle Live, Elle Karaliya, Gaja TV, and CSN TV.

4.3.2.9 SLE Fans

With the inception of the Elle game, its viability hinges on the audience's response. Being a unique game in Sri Lanka, it garners significant attention from people of all ages and genders. Even those not directly participating become spectators, actively encouraging the players. Particularly on weekends, sports fields are often booked for this game, posing challenges for situations or other gatherings. Modern audiences can now watch matches through electronic media. Although this audience group lacks direct ties to the federation, they're observed to sponsor matches in various ways during their organisation.

4.3.2.10 Sri Lanka Schools

The researcher identified that more than 5400 schools out of 10,155 schools in Sri Lanka participate in the Elle competitions at the divisional level. A school group is

charged a registration fee of Rs. 500.00 and a competition fee of Rs. 500.00. Schools are in direct contact with the Federation Executive Board.

4.3.2.11 Sri Lanka Air Force

The Sri Lanka Air Force has requested the permission of the Elle Federation of Sri Lanka for the SLE National Championship Tournament from the year 2024. Accordingly, the Sri Lanka Air Force will join as an external stakeholder of SLE from the year 2024.

Summarizing the whole idea above, the environment of external stakeholders is depicted in one diagram. Here organisation, these stakeholders are not directly responsible for providing support to the organisation. They only organisation occasionally connect with the organisation. In that case, they organisers. The support does not go to the treasury of the Executive Council. Additionally, although there are no dedicated channels for SLE on social media, media outlets such as Facebook pages and blogs are active.

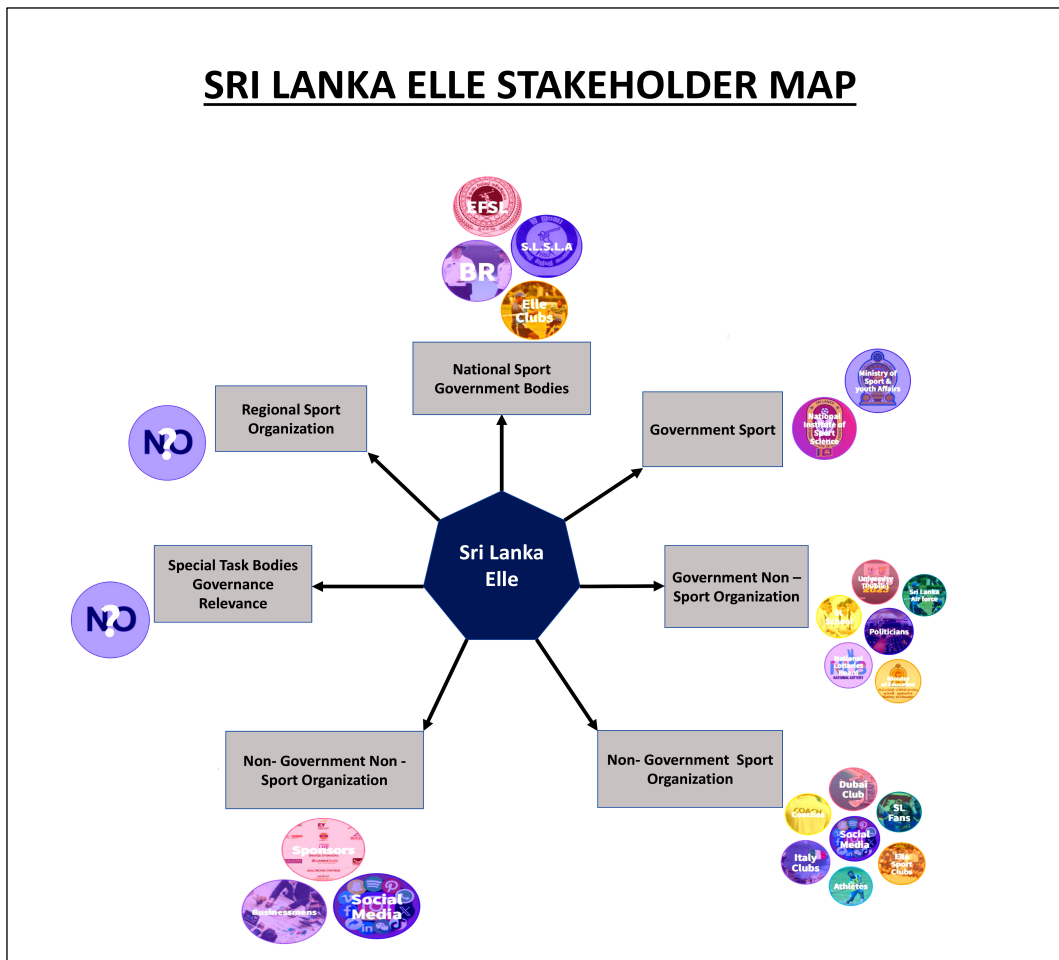
Figure 7: SLE External Stakeholders Environment



Source: Author field visit, 2023.

4.3.3 Sri Lanka Elle Stakeholders' Map

Figure 8: SLE Stakeholder Mapping



Source: Author field visit, 2023.

Once the internal and external stakeholders of SLE have been identified, a stakeholder map is shown to be useful for future research. It is defining the environment of internal and external stakeholders above were constructed and presented. In this case, the entire international map was studying the stakeholder map of the Olympic Committee. It stakeholders, identifies both current and new stakeholders who are to be involved. It shows the deficiency of SLE. Thus, under the second step of this research, in of a SWOT analysis, and the third step, this stakeholder map will help inform the development of a strategic plan. Additionally,

this map will help new researchers better understand stakeholders and guide their future research.

CONCLUSION & RECOMMENDATIONS

This chapter presents a comprehensive conclusion about the development trajectory of Sri Lankan SLE from 1962 to 2024. The successes and failures, as well as the positive and negative features of SLE, are presented. The study was based on three main research questions. The conclusions are presented as follows, with each paragraph separated.

Through the first research question, the capacity and demographics of Sri Lanka Elle were studied. The aim was to gain a clear understanding of SLE. When an outsider examines an organisation, they first assess its main structural elements, such as vision, mission, objectives, and values. This assessment helps in understanding the organisation's future direction, its current mission, and the resources available for fulfilling its tasks. It is essential to consider these organisational structures when studying any organisation. Here, the researcher identified two formal institutions for SLE: the Elle Federation of Sri Lanka and the School Elle Association.

In entering these two organisations, there is no specific vision, mission statement, or mention of values. The absence of these elements poses a problem; despite the organisation being registered in 1962 and receiving a gazette notification in 2016, no vision has been established. The council is currently in the process of developing a vision and other essential components, but progress has been halted. A constitution was drafted for adoption by the elected executive council for the years 2020/2021, which included all the necessary elements. However, before adoption could occur, the executive council disbanded. With the appointment of a new executive council, there has been no opportunity to finalize the draft constitution. The researcher highlights that this situation is not solely the fault of the executive council; it is a longstanding issue dating back to 1962. This lack of attention to essential organisational elements has been a recurring problem, negatively impacting the organisation's progress across generations. It was not possible to present clear financial reports in the inquiry related to the organisation, including the competition organisation's costs. The reason for this was that the organisation did not have specific sources of income. As identified by the researcher, this organisation operates primarily on aid. Income received this year is often received in the next year, creating a lack of defined financial plans. Budget reporting in an organisation should include not only documenting income and expenditures for the current year but also outlining strategies to identify new sources of income and plans to increase income for the following year compared to the current year. As noted by the researcher, the

organisation lacks such plans beyond recording income and expenses up to 2024. Financial strength is crucial for the operation and growth of any organisation, but there is a notable absence of discussion or plans in this regard. The researcher concludes that this lack of growth organisation's development.

SLE primarily focuses on organising competitions rather than establishing financial stability or a formal structure. The researcher finds that most funds are directed toward competitions, ensuring the organization's continued existence and attracting participants. Financial support the organisers, rather than the executive council, leaving only temporary funds in the treasury. As a result, internal restructuring remains minimal, though competitions continue annually. The researcher concludes that while organizations exist within SLE, they lack a formal structure. Governance and decision-making were examined in the second research question, analyzing how internal stakeholders interpret and influence the organisation's management.

The executive council, led by the president, holds decision-making power, with all members serving voluntarily. Lacking a permanent office, they rely on WhatsApp for communication. The president has authority as the leading financial supporter, influencing the chairman's selection. This creates a power imbalance, though the chairman values members' opinions. Despite this, the council cannot be blamed, as they work voluntarily for the sport's development without government assistance

Therefore, the observer suggests restructuring the organisation's executive council to facilitate international expansion. Here, the researcher is also performing lower-level officer tasks voluntarily at the executive council's request. Therefore, I note that they are performing these tasks voluntarily. I record their commitment with respect.

Based on the stakeholder map created, it's evident that the organization heavily relies on various stakeholders for its existence and success. These stakeholders include politicians, the National Lottery Board, businessmen, Italian and Dubai audiences, and the media. Additionally, judges, players, alumni, and training consultants within the organization play crucial roles. It's essential to establish processes within the organisation to retain current stakeholders and attract new ones, as the organisation's continued existence depends on their support and satisfaction.

The recommendations of this study on SLE are presented in two ways organisation, as the reformation of this organisation, cannot be carried out simultaneously.

Short Term

- The second step of this research is to conduct the "SLE SWOT Analysis".
- The third step of this research is to carry out the "SLE Strategic Plan."
- Taking steps for branding reality, which is being carried out in parallel with this research.

- Motivating new SLE researchers for this open-ended research.

Long Term

- Identifying and remedying deficiencies at baseline before SLE internationalization.
- To bring SLE to a developed level, experts in management should be appointed as executive members of the federation.
- Respect for tradition, as well as an understanding of modern management and investment innovation, is essential.
- Reforming the constitution prepared by the Executive Council in the years 2020/2021 and adopting it.
- Submitting the strategic plan to the Ministry of Sports and Youth Affairs to relocate SLE International to Cannes.
- As training before the internationalization organize internationalisation of SLE, the Italian and Dubai sponsors were directed to organise a game in those countries and study the audience's attraction by broadcasting it live through technology.
- The current SLE set of rules will be prepared as one rule for the SLE game itself and the implementation of one rule for both confederations.
- Extending the term of the Executive Council to more than two years.
- Conducting a colours award at the time of dissolution of the Executive Council and appraising their work.
- At the provincial level, form committees to facilitate the duties of the chairman to be carried out more efficiently and with less burden.
- It should be appreciated that the responsibilities of the executive members are stated in writing.
- Instead of appointing the chairman based on his political power and wealth, he is appointed by a majority vote, rather than through an examination or interview.
- While appointing the president, his personal needs are fulfilled, and he is made accountable to the conference for whether the responsibilities of the president of the conference are fulfilled.
- Appointment of officials under the Ministry of Sports to oversee the work of the Executive Council of the current Elle Federation of Sri Lanka and streamline the process.
- To represent the nine provinces, prepare provincial committees, and prevent the executive members from being limited to one province.
- Supervision of the Executive Council, if there is a separate federation within the Federation, called the Judges Association.
- The chairperson decentralizing chairman alone can obtain efficient control by decentralising power by appointing each provincial representative as the chairperson, thereby decentralising power and making each chairperson responsible for SLE governance.

- Making the appointment of the executive council more transparent.
- Strengthening the use of social media in an age of such advanced technology through the Federation.
- Appointing a separate marketing team to market the federation.
- Creating a website for information seekers to access information about SLE.
- Setting up an office phone number, office address, and office email address.
- The logo of the federation should be redesigned with modern technology. To go international, be more considerate and use the English language.
- English language or an English version for the conference.
- Use English as the international language to prevent SLE from being limited to the mother tongue.
- Annually, the national sporting achievement award is presented to players.
- Upgrading training workshops by identifying talents unique to the sport of SLE and appointing separate coaches for those talents.
- Sponsors operating under state sponsorship for the federation should be identified and registered permanently. The National Sports Organisation should estimate the amount and provide reports to the Ministry of Sports with financial transparency.
- Recruitment of Permanent Sponsors for the Federation under the Strategic Plan.
- Convince the ministry that this federation is active and has investment opportunities by making arrangements to provide the federation reports to the Ministry of Sports annually.
- Having no office but setting aside an office day to meet with executive members of the Federation, one day a week.
- Appointment of salaried to allocate necessary financial provisions.
- Negotiating the setting up of an office for the conference.
- Explaining to sports clubs the value of a formal organisational system compared to things like competition organisation and trophy design.
- The specific framing of the tournament. Formalization with advanced arrangements regarding date, time, and number of innings or hours.
- The organisation of the competition is also not based on financial support, but it prepares for a particular period in advance and plans for income and expenses during that preparation.
- By making the National Grand Tournament an open tournament, various organisations are permitted to join the federation.
- Facilitating the entry of new players into the federation by giving opportunities to new teams in the national tournament.
- Focusing on preparing not only the annual budget but also the annual plan of the Federation.

- Taking necessary steps to make this federation a revenue-generating organisation without making it a voluntary organisation.

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