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Table of Content

Welcome Notes **1**

EASM President 1

LOC Malmö 2

Scientific Committee 4

Reviewers **6**

Committees 2018 ..... **9**

Keynotes **10**

Power, Culture and Control: Identity, Jurisdiction, Migration and Recognition (Maguire) 11

Effective Policies: Measurement, Evaluation and Monitoring of Effective Strategies to Develop Elite Sport in a Changing Europe (De Bosscher) 12

Reflections on Sport Management, Politics and Claims Made for Sport (Weed) 13

Thematic Symposium **14**

Rethinking ”sport for all”: Inclusion and integration(?) 14

ESMQ New Researcher Award **16**

Different Diseases Ask for Different Remedies. An Empirical Study and Theoretical Framework on Sport-related and Betting-related Match-fixing in Flanders (De Waegeneer) 16

Can Individuals Make a Difference?: The Relationship Between Individual Behaviors and Board Functions (Schoenberg) 18

A Multi-Dimensional Framework as a New Way of Studying the Management of Olympic Volunteering (Nedvetskaya) 20

Parallel Sessions **22**

Sport Governance and Policy **23**

The Unintended Consequence of Financial Fair Play: An Examination of Competitive Balance across Five European Football Leagues (Wilson & Plumley) 23

Delivery Forms and Value of Municipal Sport Services. Expenditure vs Cost (García-Unanue, Felipe, De La Riva, Sánchez-Sánchez & Gallardo) 25

Sports Governance and Access to Justice (Westermark & Curran) 27

Honest Services Fraud: How a Little Known U.S. Statute is Battling Sport Corruption (Osborne, Dodds & Cebula) 29

Do Athletes Perceive Themselves to be Role Models for Youngsters? A Multilevel Analysis (De Rycke, De Bosscher & Hallmann) 31

A Better Performance to Elite Student Athletes? The Case Study of School Athletic Class System in Taiwan (Su, Tsai & Cheng) 33

What Do Sport Organizations in Canada And England DO to Integrate Immigrants in Sport? Implications for a Changing Europe (Hayday, Byers & Roy) 35

How Do Structural Network Characteristics Relate to Network Governance? (Gerke, Wäsche & Giannakis) 37

The Global Governance of Anti-Doping: A View from Two Whistleblowers (Stepanova, Stepanov & Harris) 39

The Governing of Governance: Metagovernance and the Creation of New Organisational Forms within Canadian Sport (Dowling & Washington) 41

'Controlling the Male Ego' and Other Discursive Practices in the Gendering of Sport Governance (De Haan) 43

Assessing Olympic Legacy Claims: Evaluating Explanations of Causal Mechanisms and Policy Outcomes (Chen & Henry) 45

Elite Athletes' Attitudes Towards Drop Out (Hallmann, Breuer & Herold) 47

A Multi-Level Legitimacy Analysis of the World Anti-Doping Agency (Read, Skinner, Lock & Houlihan) 49

Barriers to Implementing a Sport Policy Framework: An Evaluation of Sri Lankan National Sport Policy (Jayawardhana & Crabtree) 51

A Longitudinal and Comparative Analysis of Competitive Balance in Five European Football Leagues (Ramchandani, Plumley, Boyes & Wilson) 53

The Effect of Contextual Factors on an Elite Sporting System (Jacobs, De Bosscher, Scheerders & Venter) 55

Steering Performance of International Sport Federations (Bayle, Clausen, Giauque, Lang, Schlesinger, Ruoranen, Klenk & Nagel) 57

A Policy Analysis of Player Acquisition Rules in Major League Soccer (Warren) 59

An Empirically Based Operational Definition of Elite Sport System: A Country-Specific Panel Data Analysis of Olympic Success (Funahashi, Shibli & De Bosscher) 61

Sport and Social Entrepreneurship in Sweden (Peterson, Bjärsholm, Gerrevall, Linnér, Norberg & Schenker) 63

Possible Pitfalls in the Regulation of Equity in Norwegian Football (Jacobsen, Kringstad & Olesen) 65

The Length of Electoral Terms in National Sport Governing Bodies (Wojciechowski) 67

Process Consulting for Organizational Capacity in Voluntary Sport Clubs (Dijk, Waardenburg, Slender, Boven & De Jong) 69

Are Sport Federations the Most Preferable Institutions to Organise Sport-For-All? (De Bock, Willem, Scheerder & Theeboom) 71

How to Professionalise in Non-Olympic National Sport Federations (Lang, Schlesinger, Ruoranen, Klenk, Bayle, Clausen, Giauque & Nagel) 73

Network Structures in Cause-related Marketing Collaborations in Belgian Football: A Social Network Analysis (Schyvink & Willem) 75

Football, Leadership and Governance – The Case of China (Söderman, Kornakov & Liu) 77

Research on Community Sports Provision, Residents' Satisfaction and Participation Community Sports Activities in China (Chen & Zhou) 79

The Impact of Elite Sporting Success on National Pride in England (Shibli, Ramchandani, Larissa, Downward & Bingham) 81

From Decentralization to Cooperation: Progress of China's Sports Governance (Li) 83

A Study of Developing Indicators of Sport Cities in Taiwan (Tsai, Cheng & Su) 85

Origins of Institutional Practice and Institutional Work Perspectives on Performance Management of National Sport Organisations (Kasale) 87

Resistance to Board Renewal (Robinson & Taylor) 89

Control of Professional Sports Clubs, Using the Control Levers of Robert SIMONS: Examples from Professional Rugby Clubs (Auge, Casanova, Naro & Vernhet) 91

Strategy, Leadership and Stakeholder Management in Sport 93

Course and Management of Latent Stages of Economic Crises: The Case of German Professional Football Clubs (Druker & Daumann) 93

Building Organisational Resilience in National Governing Bodies of Sport (Bostock) 95

The Synergetic Impact of Management Processes and the Motivating Style of Board Members in Relation to Human Resources Capacity (De Clerck, Aelterman, Haerens & Willem) 97

Exploring Opportunities and Challenges of Mergers in Sport: A Case Study of the Korean Sport and Olympic Committee (Byun, Leopkey & Ellis) 99

Relationship Among Cooperative Learning, Trust and Team Effectiveness (Hsiao & Tsao) 101

Stakeholder Management in English Non-league Football: The Case of Dulwich Hamlet FC (Panton & Walters) 103

Innovative Cultures in Professional Sports: The Role of Servant Leadership in Fostering Employee Cooperation, Creativity, and Satisfaction (Swanson, Kent, Smith & Skinner) 105

Examining Staff Motivation in Sport for Development and Peace: An Application of the Multidimensional Work Motivation Scale (Otto & Svensson) 107

Strategic Human Resource Management in Professional Soccer: Identifying the Reasons for High Turnover Rate and Ineffective Transfer Practice in the K-League (Yoon, Gang, Park & Pedersen).....109

Exploring Key Stakeholders' Attitudes towards Education in Professional League Football (Herskedal, Gammelsaeter & Kelly).....111

Collaborative Dynamics and Processes Among Nonprofit Sport Organizations (Zeimers, Zintz & Willem)..... 113

The Impact of Value Creation on the Performance of Football Clubs in Colombia Mediated by Co-Innovation (Brand, Winand, Perdomo-Charry, Parodi & Quinchia).....115

An Athlete's Attitude Toward His Hometown: Professional Baseball Players' Display of Sense of Community as a Responsibility Toward Their Hometowns (Maeda & Tomiyama) 117

"You Cannot Tell Every League in the Country How to Organise Their Leagues" – The Implementation of a National Football Development Plan for the Republic of Ireland (Finnegan, Richardson, Littlewood & McArdle) .119

The Match-day Event: Analysing Supplier Relationships in Professional Football (Egilsson & Dolles) 121

Sport Marketing.....123

Gold Mining in Sport Federations' Membership Data (Champely, Lefévre & Routier) 123

Who Decides About Sponsorships? Exploring a Sport Sponsorship Decision-Making Model (Schoenberner, Woratschek & Buser).....125

From Customers to Partners: Criteria of Relationship Quality Between Sponsor and Sponsee (Götz) 127

Effects of Sponsorship Duration on Fans and Rivals Purchase Decision Process (Tsordia & Papadimitriou) 129

The Impact of Rivalry among Sport Teams on Sport Sponsorship Evaluation: Lessons from the German Bundesliga (Popp, Horbel, Klein & Rach) 131

Co-Creating Brand Meaning: How Much Is the University Sport Brand Impacting Students' Conversion Journey and Identity Construction in English Higher Education? (Hardcastle) 133

The Applicability of the Belief Scale about Advertising to Sponsorship in Sport: Evidence from Two Different Consumer Groups (Pyun, Leng & Cho).....135

Impact of NCAA Corruption on the Adidas Brand (Dodds, Heisey, Osborne & Cebula).....137

Model of Athlete-Target Fit (MATF) (Holzleitner & Ellert).....139

"Who's In? Who's Out?": Examining Attitudes Towards Baseball Advertisements on The Basis of Endorser Race (Brown) 141

On-site Sponsorship Leveraging Patterns of TOP and Domestic Partners: The Case of 2018 PyeongChang Winter Games (Ellis, Cho, Leopkey, Byun & Zinn) 143

One-Hundred Years of Rebranding Big-time US College Sport: Analysis of the NCAA's Marketing Endeavors (Southall & Nagel) 145

How Sport Events Create Value (Grohs, Pristach & Wieser).....147

A Social Media-based Methodology for Recruiting Non-Fans of Rugby (Dvergsnes, Joe, Miklós, Schiøtz, Parackal & Breitbarth) 149

Together is Better – The Influence of Accompanying Persons Along a Sporting Event on Preferences and Willingness to Pay (Woratschek & Kaiser) 151

Innovation Strategy in Sport Sector: Evidence from Greek Fitness Clubs (Papaioannou, Kriemadis & Kourtesopoulou) 153

Sport Consumer Behaviour 155

Behavioral Economics and Football – The (Ir)relevance of Outcome Uncertainty Reconsidered (Pawlokowski) 155

United We Stand? How and When Prototypical Fan Behavior of Satellite Fans Improves Local Fans' Attitudes toward Them (Behrens & Uhrich) 157

Team Success, Club Growth, and Long-Term Supporter Identity Threat (Thomson, Lock & Jones) 159

Exploring Empathy in Fan Responses to Athlete Behavior (Westberg, Stavros & Farrelly) 161

Relational Outcomes of Transactional and Non-Transactional Engagement for Sport Teams (Karg & McDonald) 163

Attendance of Active Football Fans in China: Evidence of a Survey Study (Kurscheidt & Ma) 165

Metafandom: A Theory of Chronically Connected Leisure Communities (Larkin, Spalding & Ahn) 167

Factors Affecting Alpine Skiing Participation in China prior to the Beijing 2022 Olympic Winter Games (Yang, Taks & Wang) 169

Does Ethnocentrism Matter to English Premier Fans' Resistance to the 39th Game Concept (Lim, Kang & Pyun) 171

Consuming Sport, Producing Atmosphere: The Attraction of Sport Events from a Spectator Perspective (Hjelseth) 173

Psychometric Evaluation of a Measurement Model of Service Quality in Professional Football Spectator in Brazil (Barros Filho, Pedroso, Miranda, Silva, Sarmento & Dias) 175

Influence of Perceived Relationship Quality on Donor Behavior: Case of Professional Sport Charitable Nonprofit Organizations (Kin & Zhang) 177

Fan Shop or Not? The Impact of Fan Loyalty on The Purchase Decision (Habenstein) 179

Brand Image and Fandom of Professional Football Clubs - An Empirical Study of Brand Characteristics and Facets of Fandom in Social Media for Germany as Point in Case (Hermann, Kolo & Haumer) 181

Fantasy Sport: Divided Loyalty or Unconditional Love for the Game (Fournier, Pons & Maltese) 183

Sport Events and Tourism 185

Consumer Experience Quality in Participant Sports: An Empirical Examination of a Japanese Marathon Event (Yamaguchi & Yoshida) 185

Application of the Multilevel Service Design Method to Redesign a Sport Event (Kallitsari & Theodorakis) 187

Sport-related Commuting, Travel, And Subjective Well-being: The Unhappy Commuter and the Happy Sport Tourist? (Wicker) 189

Sports Tourism Demand in England: Economic and Physical Activity Tradeoffs (Downward, Rasciute & Muniz) 191

Local Resident's Assessment of Major Sports Events - A Case Study of the 2017 UCI Roald World Championship (Denstadli & Solberg) 193

Volunteering at the Youth Olympic Games: More Than a Distant Memory? (Wang, Derom & Theeboom) 195

Can Involvement with the Olympic Games Affect Perceptions of Human (Olympic) Values? (Rocha & Hong) 197

The Role of Resident Sport Involvement in the Evaluation of Mega Event Impacts (Kaplanidou, Chatziefstathiou & Ma) 199

Social Impact of Events on Residents: Comparing a Perception – versus an Experienced-based Assessment (Oshimi & Taks) 201

Comparing Two Types of Nature Sport (Event) Tourists in Germany Based on Travel Motivation and Behaviour– the Case of Ski Tourers vs. Trail Runners (Hodeck, Kuehnast & Wohlfart) 203

Prospective Tourists' Apparent Risk Perception and Intentions to Travel to a Mega-Sporting Event Host Country (Choi, Kim & Leopkey) 205

Major Sport – Events: Risk and Security Challenges (Thøring) 207

Examining Residents Perceived Measures of Positive Event Impact using Item Response Theory (Zhang, Byon, Svetina & Jang) 209

Social World Influence on Event Satisfaction and Runner Behaviors (Newland, Aicher & Buning) 211

Attitudes Towards Olympic Gigantism: Evidence from Germany (Prüchenk & Kurscheidt) 213

Value Co-Creation among Stakeholders of a Commercial Sport Event: The Case of the X-Games Norway (Baarlind, Moro Strittmatter & Horbel) 215

Volunteers at the FINA World Championships: Planning, Implementation and Evaluation (Perényi) 217

Sport, Media and Communication 219

The Power of Self-Promotion: Twitter Followers and Guaranteed Purses in Professional Boxing (Chaplin, Brown & Harris) 219

Big Data Analysis of Major Elite Sport Events in The Netherlands. Case Studies of the 2017 UEFA Women's Championship and the Rabo EuroHockey Championships 2017 (Hover, Mol & Wassenaar) 221

Who is the Second Screen User – About an Unhatched Potential in Sports Marketing (Pfeffel, Ratz & Kexel) 223

An Examination of Athlete Social Media Education Provided by National Governing Bodies of Sport (Geurin) 225

Framing Athlete Activism: The Case of the National Football League Athletes' Anthem Protests (Sant & Wang) 227

Virtual Family, Gap Holders, Toolbox and Online Club: Four Profiles of Online Communities in Organized Sports (Kuijsters, Goedee & Leenders) 229

The Construction of National Identity at Major Sporting Events (Schröpfer, Grotz & Breuer) 231

Social Media Analytics for Chinese Professional Baseball League Fans: The Effect of Media Characteristics on Fan Engagement (Chen, Ma & Ma) 233

The Footy Girls of Tumblr: How Women Communicate in the Online Football Fandom. Insights from US, UK and Germany (Kunert) 235

Examining the Use of Social Media in The Process of Recruiting by National Collegiate Athletic Association Division I Golf Coaches (Miles, Burch & Pedersen) 237

E-Sport and Technology 239

Insight in Fair Play and Violent Behaviour in Sport Using a Smartphone Application (Floor & Romjin) 239

Genre as a Moderator of the Effects of Determinants Associated with eSports Playing Intention (Jang, Byon & Zhang) 241

One App to Rule Them All? On the Applicability of Sport Apps for Professionals in Sports (Bezooijen, Rooijen, Hover, Dallinga, Deutekom, Janssen & Vos) 243

A Case Study of the Impact of 360 Virtual Reality on the Destination Image of the 1936 Berlin Olympic Stadium (Mihalik & Mihalik) 245

Effects of Augmented Reality in Soccer Broadcasting on Viewing Experiences: *An Experimental Study on the Differences of Sports Experts vs. Laymen* (Haumer, Renner & Kolo) 247

Sport Facility Management 249

The Economic and Public Policy Impacts of Sport-Anchored Real Estate Development (Rosentraub, Zondlak & Bain)....249

Understanding the Distribution and Usage Patterns of Indoor Sports Facilities in the Netherlands: Implications for Policy and Practice (Schadenberg & Hoekman)....251

Atlanta Mayor Announces City Will Demolish Turner Field: The Former Olympic Stadium (Mihalik, Boatwright & Mihalik)....253

Smart Mega Events – How Have the IOC's "New Norm" Requirements Impacted the Sports Facility Concepts of the Cities Bidding to Host the 2026 Olympic Winter Games? (Practitioner Contribution) (Kaspar)..255

The Financial Feasibility, Sustainability and Profitability of University High Performance Centres within a Tertiary Institution Environment (Kotze)....257

Sport Funding and Finance....259

Investing in European Football Stocks: An Empirical Investigation from an Institutional Investor's Point of View (Prigge & Tegtmeier)....259

Empirical Evidence Why Football Fans Invest Money into Their Club Via Crowdlending and Crowdinvesting (Ratz & Grundy)....261

The Development of a Valuation Model to Determine the Real Market Value of Professional Baseball Players (Park, Kwon, Kim & Jeon)....263

Football and Finance: Exploring the Capital Markets (Boccia & Santomier)....265

Understanding Soft Budget Constraint in Western-European and Central-Eastern-European Professional Football (Havran & András)....267

Legal and Ethical Aspects of Sport....269

Exploring Overseas Basketball and the Exploitative Nature of the Business (Wright)....269

An Examination of How Regulatory Frameworks Used to Control Procurement in the Public Sector Are, and Could Be, Applied to Control Procurement of Infrastructure for Major Sporting Events (Thurston & Arrowsmith)....271

Sports and Bullshit: Philosophical and Ethical Aspects of Athletic Entertainment (Jönsson)....273

Rule 40 versus European Competition Law: A New Challenge to an Ongoing Sponsorship Concern (Grady & Moorman)....275

Addressing Sexual Abuse and Institutional Liability in Olympic Sport (McCoy)....277

Public Health and Physical Activity Management....279

Designing the Model of Sport for All in Iran (Ehsani, Saffari & Amiri)....279

Development of a Tool to Measure Possible Health Gains of Sport Events; Studying the Additionally Performed Physical Activity of a Mass Participation Running Event (van Genderen & Schoemaker)....281

How Does Street Level Bureaucracy Challenge the Implementation of Football Fitness? (Bennike & Ottesen)283

Dropping Out School and its Outcomes on Physical activity and Sedentary time Structure Case Algerian High School (Zerf)....285

Activity Interfaces: Breaking Down the Barriers at Public Activity Places (Book)....287

Sport Development and Socio-Cultural Perspectives....289

An Examination of Motivations and Constraints for Sport Participation Throughout a Lifespan: A Case Study in Surfing (Thrush, Sotiriadou & Hill)....289

How to Get 600.000 Danes More Physical Active (Practitioner Contribution) (Broberg)....291

Sport, Culture and Opportunity: Building Community Capacity Through Surfing (O'Brien)....293

Analyzing the Negative Impact of Elite Sporting Culture behind Japanese Judo Elite Success (Wu, Nakamura & Iteya)....295

Creating Professional Women's Sport Competition: Contribution of Institutional Work (Encel & Phillips).....297

How Do I Look? Gender Presentation in Intercollegiate Athletics (Gregg, Fairchild & Lee).....299

Elite Sport and Sport for All: An Epistemological Paradox (de Cocq, De Bosscher, Derom & de Rycke).....301

Mega Sport Event Volunteers: Tracing the Process and Outcomes of Social Capital Development at the 2018 PyeongChang Winter Olympic Games (Gang, Yoon, Yoo & Pedersen).....303

Forty Years of Transformations - Swedish Skateboarding Culture and Organisation (Bäckström).....305

Comparing the Practices of US Golf against a Global Model for Integrated Development of Mass and High Performance Sport: Perceptions of Coaches (Smolianov, Brophy Miles, O'Connor, Stone, Dion, Schoen & Chen).....307

The Significant Competence of Coaches and Managers in Developmental Environments in Sports (Fahlström & Linnér).....309

Community College vs. NCAA: The Case of a U.S. Women's Tennis Team with no U.S. Players (Butler & Wieber).....311

The Moderating Role of Sport Type between Sport Involvement and Quality of Life (Kim & Kaplanidou) 313

Sport Management Education 315

Delivering on the Olympic Legacy through Sports Management Education: The Birth of a New Organisation (Practitioner Contribution) (Deane).....315

Context-Specific Relevance of Competencies – A Sport Managers' Perspective (Fahrner & Schüttoff).....317

Preparing Undergraduate Students for the Grass Roots of the Sport Management Practice: Sport Club Governance Data as a Proxy for Defining Curricula (Fahlen & Stenling).....319

Sport Management Labour Market: Discrepancies Between Skills Offered by Graduates of an Academic Sport Management Programme and Skills Required by Employers of Sport Managers in Germany (Wohlfart, Adam & Hovemann).....321

"The International Year of Cuba" at Western Kentucky University (Upright & Henson).....323

Current State of Research: The Labour Market Of and For Sports Managers in Germany (Trosien) 325

What Advantage Do Student-athletes Expect in Japanese New Graduates Job Market? (Tsukahara, Sawai, Funahashi, Yokota, Nakamura & Murashima).....327

Exploring the Emergence of Sport and Entertainment Academic Programs and Examining the Commonalities and Differences (Gillentine & Shaomian).....329

International Experience as a Career Development Factor for Football Managers in Poland (Nessel).....331

Broader, New and Critical Aspects of Sport Management.....333

Sport Sponsorship as Engagement Platform (Buser, Woratschek & Schönberner).....333

Football Fans' Perceptions on Video Assistant Refereeing (Winand & Schneiders) 335

Supporting Startups Within A Sport Entrepreneurial Eco System (Hattink).....337

Does Corruption in Sport Corrode Social Capital? (Manoli, Downward, Bandura & Foster) 339

The Roles, Tasks and Competencies of European Career Support Providers (CSP's) Within Professional Football (Smismans, Wylleman, Defruyt & De Brandt).....341

Can We Fix the Match-Fixing Problem? – An Agent-Based Analysis (Sprenger, Westmattelmann, Eissler & Schewe) 343

Insight, Critique and Transformative Redefinition: Making Sense of Sport-based Intervention Programmes Through the Lens of Critical Management (Adams & Harris) 345

Which Competencies Do Active and Former Elite Athletes Require to Optimise Their Employability and Employment? (De Brandt, Wyllemann, Defruyt & Smismans).....347

The Current Status of Career Support Services for Active and Former Professional Athletes in Europe (Defruyt, Wyllemann, Smismans & De Brandt) 349

The Impact of Formula One on Regional Economies in Europe (Storm, Jakobsen & Nielsen) 351

Vault! a Parkour-Inspired Mobile Learning App (Johnsson, Fernandez, Linderman, Contreras, Appelqvist & Lindström) 353

Malmö 2018 Special Track: Youth and Sport 355

Children's Transition from Participation in Modified Sport Programs to Club Sport Competition - A Longitudinal Study of Patterns and Determinants (Eime, Harvey & Charity) 355

Environmental and Programmatic Interaction in a Youth Sport for Development Context (Wegner, Bopp & Jones) 357

Developing a Rural Youth Sport Program: A Case Study of a Grassroots Baseball League (Edwards, Bocarro, Hicks, Bunds, Kuhlberg, Barrett & Hardison-Moody) 359

A Qualitative Examination of Scottish and American Youth Golfers: Why Are They Leaving the Sport? (Henson, Upright & Easton) 361

Image Contribution of Youth Tournaments – An Overlooked Opportunity for Hosting Associations (Kexel, Lee, Pfeffel & Ratz) 363

A Broad Range of Fundamental Movement Skills Assessed in Applied Settings (Kannekens, Platvoet & Pion) 365

Early Selection in Swedish Youth Sport – a Rare or Common Practice? (Redelius) 367

Poster Sessions 369

The Relationships between the CSR, Social Identities, Brand Equity, and Consumer Loyalty of Sport Consumers: A Study from Cross-national Perspectives (Ma, Kaplanidou, Chiang & Huang) 370

Motivations and Constraints as Predictors of Sport Media Consumption Substitution Intention: A Preliminary Result from Taiwan Perspective (Hsu) 372

A Study on the Use Intention of Mobile Reservation System for Spectating Korean Professional Baseball by Using TAM Model (Sa, Lee, Lee & Kim) 374

Sponsorship of eSports Teams: Antecedents and the Moderator of its Influence on Brand Image and Loyalty (Kim, Cheong Noh, Ryu & Kim) 376

Effects of Social Impact through Sports on Sport Team and Club Management －Aspects of Community Attachment Point of View (Tomiyama) 378

Place Attachment in Sporting Event Participants — In Case of Local Walking Event in Japan (Shun & Kozo) 380

The Development of Japanese Elite Sports Policy: An Olympic Cycle-based Diachronic Analysis (Hibino, Funahashi & Mano) 382

The Monetary Valuation of Volunteer Coaches' Work: A Macro-Viewpoint Study (Ishiguro, Shoji & Mano) 384

Comparison of Donor Motivations in National Collegiate Athletic Association (NCAA) Division I vs Division II (Kim & Kim) 386

Other than Athletic Performance? The Pursuit of Student-Athletes' Academic Psychological Capital and Well-Being (Kim, Chin & Sung) 388

Public Acceptance of Competitive Sport Policy in Taiwan: Antecedents and Prediction (Chen) 390

A Study on Souvenirs Purchase of Pyeongchang Olympic Games by using Extended Goal-directed Behavior Model (Han, Kim, Lee & Lee) 392

Relationship between Sport and Social Capital: Considering by Individual Factors (Fujioka & Mano) 394

Practical Study of Sports Events to Solve Social Problems – A Study of Sports Garbage Pickup Tournament in Japan (Aihara & Handa) 396

Experimenting Application of Futures Foresight Knowledge to Business Idea Creation in an Educational Setting in Sports Business (Saukkonen, Ahonen & Kreus) 398

Sport Diplomacy in Iran (Shariati, Dastgerdi & Alidoust) 400

European Football Marketing and Brand Recognition in America (Atwater & Baker) 402

Testing Leisure Constraint Negotiation Model: An Analysis of Community Sport participants in China (Zhou, Chen, Chen & Feng) 404

Rethinking School Golf (Valta) 406

Designing the Sport Development Model of Iran (Ghafouri) 408

Analysis of the Process of Talent Identification in Iranian Football from the Perspective of Iranian (AFC) Instructors (Nasiri & Ramezani Nejhad) 410

Speaking with One Voice: Who is SPORT-DEUTSCHLAND and Who Does it Represent? (Trosien & Ratz) 412

Critical Issues and Challenges in Sport Sponsorship in Emerging Countries: The Example of Turkey (Tinaz & Topuz) 414

The Impact of Ethics on the Purchasing Decision-Making of Sports Consumers (Mirfallah Nassiri, Souri & Divkan) 416

The Impact of Service Quality in the Satisfaction and Perceived Value of Football Clubs about Soccer League Antioquia Service in Colombia (Correa Henao, Henao Colorado & Brand Ortiz) 418

SportIn Global – Disrupting the World if Recruiting in Sports (Vebenstad) 420

Antecedents of Members Retention in Fitness: Study of Fitness Clubs in Portugal (Gonçalves) 422

Profile of a Participant in Triathlon Events (Tomanek) 424

Identifying the Role of Education in the Process of Sport Development in Iran (Seraji & Ghafouri) 426

Recognizing and Categorizing of Economic Criteria Affected on Ticket Sales Management in the World Sport Mega Events (Atghia, Zakizade & Yamani Douzi Sorkhabi) 428

Relationship Between Managers' Competency and Knowledge Absorption with Entrepreneurship in the Taekwondo Federation Islamic Republic of Iran (Barnamehi & Safaei) 430

Coach Migration: Emigration or Job Migration? (Alteri, Montovani & Marchioni) 432

Financial Implications of Parenthood for Elite Athletes (Hellborg) 434

Motives and Outcomes of Consumer Intentions to Buy Wearable Sports Technology Products (Chang & Chadwick) 436

Olympic Games National Houses - A Case Study of Rio 2016 Summer and PyeongChang 2018 Winter Olympic Games (Tsukamoto & Takahashi) 438

Explanation of the Value Chain for Sport Entrepreneurship among Sport Science Students (Mokhtari Dinani, Forsati & Norouzi) 440

Mental Health and Wellbeing in Sport: A Club Based Intervention in Northern Ireland (Donnelly, Breslin, Kearney & Haughey) 442

Understanding Disability Sports from the Perspective of Physical Education Students (Salerno, Carvalho, Santana & Araújo) 444

Use of Sport Facilities. Important Arenas for Sport Participation? (Rafoss) 446

Understanding the Travel Behaviour and Flow-on Tourism of Youth Sport Tourists (Buning, Coble & Fairley) 448

Sport Policy and Women's Football: Analysis of the Development Programs of Continental Football Federations (Barreira, Mazzei & Galatti) 450

Volunteer Motivations Scale for International Sporting Events: Translation and Initial Validation of the Portuguese Version (Bavaresco, de Oliviera, Santos, Mezzadri & Carvalho) 452

Civil Liability of Sports Clubs in Iranian Law (Nazarian Madavani) 454

RFM Scoring to Measure Season Ticket Purchase Behavior Intention (Song & Byon) 456

Workshops 458

The Progress of Ice Hockey in Light of Economic and Political Influences 459

The Difficulties of Modernization: The Case of Swedish Bandy (Andersson).....459

A Socio-Demographic Analysis of French Ice Hockey Participants: which Opportunities for the Development of the Sport? (Routier, Gaudefroy & Bodet) 461

The Development of Women's Professional Ice Hockey in China: Using the Canadian League to Leverage Success for Beijing 2022 (Li, Nauright & Weiller-Abels) 463

New Times in Swedish and Finnish Elite Ice Hockey: Business Groups Instead of Non-profit Sport Clubs (Backman) 465

The Effect of Athlete Migration on Czech Ice Hockey: A 25 Year Study (Crossan).....467

Sport, Political Economy and Leveraging the Power of the Olympics: A case of South and North Korean Ice Hockey (Kim, Nauright & Li) 469

Mapping the Rink: Migration Patterns of Male and Female NCAA Division I Ice Hockey Student-Athletes from North America and Europe (Turcott, Boolani & Smith) 471

Developing Disability Sport: Pathways from Participation to Excellence.....473

Managing Para-Athletes' Experience and Engagement with Sport Medicine in Large Scale Sport Event (Quinn & Misener).....473

Developing Paralympic Athletes' Pathways: An Analysis of the Sport Policy Factors and the Involvement of Stakeholders (Patatas & De Bosscher).....475

Nature and Evolution of Paralympic Sponsors' Motives (Fuchs, Dagenais, Séguin & Bodet).....477

Unpacking the Challenges of (Public) Management of 'Sport-for-all'-Facilities 479

Measuring the Utilisation of Sports for All Facilities (Iversen).....479

Utilisation as Performance Measurement in Sports Facilities (Høyer-Kruse).....481

Public Sports Facilities – Are They for the Public? (van Bedaf).....483

Different Modes of Operations of Sport Facilities: Identifying Factors for Success and for Failure (Hoekman) 485

Performance Measurement as a Management Tool for Sports Facility Managers (Forsberg) 487

Governance of Local Sports Policy: A Swedish Case Study in the Post-NPM era (Sjöblom).....489

Organisational Innovation in Sport for Development and Peace 491

Managing Sport for Development Facts (Webb & Richelieu) 491

Sport for Development and Peace Programming: Struggles of Temporary Solutions to Yield Permanent Change (Cohen, Taylor & Hanrahan).....493

The Significance of Female Coaches and Leadership in SfD (Carney & Chawansky) 495

Innovation in Sport for Development and Peace: A Quantitative Analysis of Organizational Learning, Innovation Capacity, and Types of Social Innovations (Svensson & Mahoney) 497

Enhancing Civic Pride through a Government-Led Community Sport Event: A Case Study (Jones, Taylor, Wegner & Lopez) 499

Examining the Influence of Shared and Servant Leadership on Organizational Performance in Sport for Development and Peace (Kang & Svensson).....501

New Age of Sport Management Education in Europe.....503

New Age of Sport Management Education in Europe Project. Results from Spain (Gallardo, Garciá-Unanue, Sánchez-Sánchez, Cabello, Colino, Léon-Jimenez & Felipe) 503

Does Less Extensive Sport Management Education More Often Lead to Unemployment? (Skirstad & Nová) .505

Sport Management Studies 2020- (Puronaho & Laitila).....507

Decade Challenge: Are the Core Competences for Sport Managers Remaining the Same? (Cingiene).....509

New Age of Sport Management Education in Europe, The Case of Greece (Kosta, Tsitskari, Matsouka, Yfantidou & Astrapellos) 511

Academic Sport Management Education in Germany: An Attempt to Converge Labour Market and Higher Education (Adam, Wohlfart & Hovemann) 513

ESMQ 2020 Special Issue Workshop: Exploring New Routes within Brand Research in Sport Management 515

Influencer Marketing: The New Role of Athletes as Human Brands (Cornwell) 515

Talking About Sports Brands - How Our Social Media Conversations Reveal What We Say (Chadwick, Fenton, Dron & Ahmed) 517

Sponsorship of Sport Mega Events: A Conceptual Approach for Creating Shared Value (Cook, Biscaia & Papadas) 519

Measuring Consumer Based Athlete Brand Equity and its Relations with Identification, Consumer Behaviour and Attitudinal Brand Loyalty (Kajos) 521

Esport Extensions of Football Brands: Stakeholder Co-creation in Action (Bertschy, Muhlbacher & Desbordes) .523

Developing an Athlete Brand Identity Scale (Lohneiss, Sotiriadou, Hill & Hallmann) 525

Brand Governance in Canadian Non-Profit Sport Organizations (Taks, Séguin, Thomson, Narraine, Parent & Hoye) 527

Bern 2017 & Malmö 2018 Special Theme Workshop: Social Integration in and through Organised Sport 529

Managing Cultural Diversity in Commercial Fitness Centers: Analysing Integrative and Disintegrative Practices (Cardone & Schlesinger) 529

Successful Achievement of Social Integration for Disabled People Through Neighbourhood Sport Coaches in The Netherlands (Schrijvers & De Vries) 531

The Role of Organisational Capacity for the Management of the Social Integration of Underrepresented Population Groups in European Sports Clubs (Elmose-Østerlund, Feiler, Breuer, Adler Zwahlen & Nagel) 533

Sports Clubs as a Medium for Integrating People with Migration Background and Disabilities (Nagel, Adler Zwahlen, Albrecht & Elmose-Østerlund) 535

Sport Experiences and Social Integration of Women in/from Developing Countries (Alemu) 537

Sport on (un)Even Terms? Government Support, Youth Sport and the Social Gradient in Sweden (Norberg & Åkesson) 539

Being Part of a Club Community – Sport and Belonging? A Study of Refugees' Integration in Austrian Sports Clubs (Stura) 541

Inclusion of Refugees in Norwegian Football Clubs (Straume, Bachmann & Skrove) 543

Negotiating Logics: Norwegian Football Clubs' Involvement in Refugees Inclusion into Norwegian Football (Bahmann, Gammelsaeter, Skrove & Straume) 545

Play the Game Special Workshop: Good Governance and Tools for Change in Sport 547

National Sports Governance Observer: Benchmarking Governance in National Sport Organisations - The Examples of Denmark and Norway (Alm, Solenes, Gammelsaeter & Egilsson) 547

Welcome Notes

EASM President

Dear Conference Participants,

I am delighted to welcome you to the 26th EASM European Sport Management Conference Malmoe 2018, Sweden. The 2018 Conference theme – Managing Sport in a Changing Europe – addresses a timely and important topic. The political, economic and social changes that take place in Europe and beyond have significant implications for the study and practice of sport management and scholars have the duty to critically interrogate them.

For 26 consecutive years, EASM has been providing the highest academic forum for the exchange of ideas, knowledge creation and for the development of a community of people who care about the field. The 2018 Conference offers an array of formats for presentations and discussions which this book is a living proof of. Based on over 300 initially submitted abstract, the book illustrates a wealth of theoretical and methodological perspectives that testament the growth of sport management as an academic discipline. Also, a unique feature of this year's Conference is the inclusion of a thematic symposium designed specifically for organisations working in the field of Sport for All.

A Conference of this magnitude cannot happen without the dedicated work of a score of colleagues, volunteers and partners. On behalf of EASM, I would like to extend our appreciative thanks to the Local Organising Committee, the keynote speakers, participants, volunteers, the Malmö University, Conference partners and the city of Malmö for their hard work and support. In particular, I would like to acknowledge the contribution of Dr Karin Book, Chair of the Local Organising Committee and her team from the Department of Sport Science, and Dr Tim Breitbarth, Chair of the Scientific Committee and his Colleagues, to the success of the Conference.

The success of the Conference will not be complete without the active professional and social interactions between participants. We invite you to make the most of the opportunities provided by the Conference organisers and to share your knowledge and expertise.

Vassil Girginov

EASM President
London, UK
August 2018

LOC Malmö

Dear all,

We are pleased to welcome you to the annual conference of the European Association for Sport Management (EASM): **26th EASM – The European Sport Management Conference,** in Malmö, Sweden, 5-8 September 2018. The proud host of the conference is the Department of Sport Science at Malmö University.

Included in the conference concept is also a student seminar and PhD student seminar held prior to the conference. This year we had about 50 students and tutors from all over the world attending the student seminar, and 20 PhD students at the PhD student seminar.

The conference theme is: **Managing Sport in a Changing Europe**. The theme aims to reflect ongoing processes of change and challenges within sport and society, including issues connected to migration, integration and globalisation. We believe that the conference theme:

- Is a highly relevant theme both from a sport and societal perspective.
- Has a clear connection to both the Malmö and international contexts.
- Facilitates excellent opportunities for co-operation between different sectors.
- Creates an opportunity to challenge and develop the dominant traditions within sport management.

The theme, together with the general EASM topics, will frame the conference. In *The Book of Abstracts* you'll find more than 260 abstracts for a large number of workshops, parallel sessions and poster sessions as well as a thematic session developed in co-operation with sport organisations at different levels on the topic *Rethinking "sport for all": Inclusion and Integration (?)*. The three keynote speakers of the conference are outstanding experts in the field of sport studies and sport management:

Professor Emeritus Joseph Maguire: *Power, Culture and Control: Identity, Jurisdiction, Migration and Recognition*

Associate Professor Veerle de Bosscher: *Effective policies: measurement, evaluation and monitoring of effective strategies to develop elite sport in a changing Europe*

Professor Mike Weed: *Reflections on sport management, politics and claims made for sport*

We believe that Malmö and Malmö University is the perfect setting for a sport management conference, as a city and a university, we have an established history of raising challenging questions surrounding sport and society. We hope that all conference participants have the opportunity to experience the exciting and multi-cultural city of Malmö and the beautiful landscape of Skåne (Scania). Moreover, we hope that you will gain insight into Swedish sport, Swedish sport management and the specific organisation of sport in Sweden. We will do our best to help you.

We aim at creating a conference with an inspiring scientific climate, exchange between different sectors, fruitful meetings and a friendly social environment.

Thank you to everyone who has contributed to the wonderful programme, including the hard working Organising Committee in Malmö (LOC), the EASM Board, the Scientific Committee (SC), our partners at the City of Malmö, Skåne Regional Sport Federation, Malmö FF, Event in Skåne and, of course, those responsible for the student seminar and PhD student seminar. A specific big thank to Daniel Bjärsholm and Gun Normark in the LOC, Stefan Walzel in the Board, Tim Breitbarth in the SC, Christopher Johansson at Malmö Convention Bureau, Ulrik Wagner and Mattias Melkersson who have worked very hard to get us here. On Saturday the 8th, we will end the programme with a closing banquet. A special acknowledgement to Mayor Kent Andersson and the City of Malmö for hosting the evening at the city hall.

Karin Book

on behalf of the Local Organising Committee,
Malmö, Sweden
August 2018

Scientific Committee

Dear participants of *The 26th European Sport Management Conference,*
dear colleagues and readers

Conferences can be called 'field-configuring events' and great French philosopher *Michel Foucault* provides an encouraging view on, for example, conference participation by writing: *"there are more ideas on earth than intellectuals imagine. (…) We have to be there at the birth of ideas, the bursting outward of their force: not in books expressing them, but in events manifesting this force, in struggles carried on around ideas, for or against them".*

It remains *EASM*'s ongoing ambition to organise memorable annual conferences with a focus on: encouraging scholarly progression; allowing for presentations which, collectively, inspire conference conversations and beyond; and supporting work and individuals which, ultimately, leads to advancing sport management around Europe and globally. We hope you agree that our 26th edition held in the vibrant city of Malmö promises to live up to those aims.

Initially, about 320 abstracts from all around the globe entered the comprehensive review process. Our gratitude goes to all (co-)authors for trusting us with scrutinising your important studies and contributions to the intellectual field, educational practice and societal impact of sport management. For the first time, the review process included a pre-screening of all submissions in order to only allow abstracts fully complying with the submission guidelines to advance to our valued reviewers. We would like to very much thank a record number of almost 120 international reviewers for mostly strong and thoughtful contributions to colleagues' work and, thereby, the quality of the conference overall. Again, the *EASM Best Conference Reviewer Award* will be presented to a few outstanding reviewers.

We have designed a programme that features a variety of formats to engage with important sport management topics. Nine workshops offer active involvement, including the special workshop "National Sports Governance Observer" - a significant project of *Play the Game* with *EASM* as associated partner. The special theme workshop "Social integration in and through organised sport" is a cooperation between host departments of this and last year's conference, and therefore a kind of conference- and country-spanning initiative that we would like to continue in future years.

Besides our 14 standard thematic tracks and innovative poster session, we have introduced a special track "Youth and Sport" which fits very well with the current Swedish sport policy context. In addition, the *Malmö Thematic Symposia* are specifically designed to bridge research and practice.

Maneuvering through the various processes in a fairly smooth manner despite high individual investments would have been impossible without the support of our colleagues *Claas Christian Germelmann, Johan Norberg* and *Thomas Persson* on the Conference Scientific Committee as well as *Daniel Bjärsholm*'s magic in administering our online conference management system and being *the* person behind almost all the scenes and participant communication.

On this note: after a first successful introduction at our Bern 2017 conference, the *EASM* Board decided to strategically invest in *ConfTool* as a comprehensive online conference

submission, review, registration and management system in order to streamline and enhance activities for all parties involved.

We newly appointed eight Review Track Chairs in addition to - or as replacement of, respectively - Bern 2017 Chairs: *Karin Book, Ruth Crabtree, PG Fahlström, Peter Forsberg, Christopher Huth, Johan Norberg, Dino Numerato* and *Thomas Persson*. A hat tip goes to all our 15 Review Track Chairs for dedicating some of your valuable time towards tight deadlines during the overall process!

Many more people contribute to the content and spirit of our annual conference: from presenters to workshop convenors to session chairs to coordinators of important and much valued particular elements of what makes our *European Sport Management Conference* special. This year, we would like to take this opportunity for a particular warm thank you to *Ulrik Wagner*, who successfully established and ran the popular *EASM PhD Student Seminar* up until now, which has enhanced so many international PhD students' research journeys and welcomed them to the *EASM* community. Also, we like to highlight *Jörg Königstorfer*'s exceptional contribution to our annual conference by leading the *ESMQ New Researcher Award*. Both formats are outstanding and provide significant opportunities for emerging sport management scholars to flourish.

Finally, we congratulate Conference President *Karin Book* and her team from the *Malmö University Department of Sport Science* for hosting a memorable event full of fresh ideas and the mingling of a global sport management community represented by participants from 46 countries.

We hope you enjoy reading through this rich list of abstracts and hope you consider submitting your important future work to our next annual conference, *The 27th EASM European Sport Management Conference Seville 2019*.

Tim Breitbarth

Scientific Chair, *European Association for Sport Management (EASM)*
Co-Chair Scientific Committee, *The 26th EASM European Sport Management Conference Malmö 2018*

Bo Carlsson

Co-Chair Scientific Committee, *The 26th EASM European Sport Management Conference Malmö 2018*

Reviewers

Review Track Chairs

- Sport Governance and Policy – Johan Norberg
- Strategy, Leadership and Stakeholder Management in Sport – Sven Junghagen
- Sport Marketing – Tim Ströbel
- Sport Consumer Behaviour – Claas Christian Germelmann
- Sport Events and Tourism – Ruth Crabtree
- Sport, Media and Communication – Dino Numerato
- E-Sport and Technology – Daniel Lock
- Sport Facility Management – Peter Forsberg
- Sport Funding and Finance – Christopher Huth
- Legal and Ethical Aspects of Sport – Bo Carlsson
- Public Health and Physical Activity Management – Karin Book
- Sport Development and Socio-Cultural Perspectives – Siegfried Nagel
- Sport Management Education – PG Fahlström
- Broader, New and Critical Aspects of Sport Management – Bo Carlsson
- Malmö 2018 special track: Youth and Sport – Johan Norberg
- Poster submissions – H. Thomas R. Persson
- Workshops (all) – Tim Breitbarth

Reviewers

Andrew Adams, Bournemouth University
Aila Ahonen, JAMK University of Applied Sciences
Christos Anagnostopoulos, Molde University College
Bo Torbjörn Andersson, Malmö University
Jyri Backman, Malmö University / Linnaeus University
Thomas A. Baker III, University of Georgia
Emmanuel Bayle, University of Lausanne
Johannes Berendt, German Sport University
Gerardo Bielons, Events GB
Guillaume Bodet, University of Lyon
Karin Book, Malmö University
Anne Bourke, University College Dublin
Tim Breitbarth, EASM
Christoph Breuer, German Sport University Cologne
Bo Carlsson, Linnaeus University
Jean-Loup Chappelet University of Lausanne
Shushu Chen, University of Birmingham
Adam Cohen, University of Technology Sydney
Ruth M. Crabtree, Northumbria University
Inge Derom, Vrije Universiteit Brussel
Marlene A. Dixon, Texas A&M University
Mark Dodds, Suny Cortland
Alison Doherty, Western University
Harald Dolles, Molde University College

Paul Downward, Loughborough University
Guido Ellert, Macromedia University of Applied Sciences
Eike Emrich, Saarland
Josef Fahlen, Umeå University
Per Göran Fahlström, Linnaeus University
Jens Flatau, Christian-Albrechts-Universität
Peter Forsberg, Southern University of Denmark/Danish Institute for Sports Studies
Magnus Forslund, Linnaeus University
Hallgeir Gammelsaeter, Molde University College
Anna Gerke, Audencia Business School
Claas Christian Germelmann, University of Bayreuth
Vassil Girginov, Brunel University London
Markus Gmür, University of Fribourg
B. Christine Green, University of Illinois
Reinhard Grohs, Seeburg Castle University
Adriane Grubic, University of Texas
Kirstin Hallmann, German Sport University Cologne
Spencer John Harris, University of Colorado, Colorado Springs
Zsolt Havran, Corvinus University of Budapest
Ian Henry, Loughborough University
Remco Hoekman, Mulier Institute / Radboud University
Chris Horbel, University of Southern Denmark
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Bjarne Ibsen, University of Southern Denmark
Evald Bundgaard Iversen, University of Southern Denmark
Honorata Jakubowska, Adam Mickiewicz University in Poznań, Poland
Sven Junghagen, Copenhagen Business School
Kyriaki Kaplanidou, University of Florida
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Christoffer Klenk, University of Bern
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Daniel Lock, Bournemouth University
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Michaël Mrkonjic, Swiss Federal Institute of Sport Magglingen SFISM
Siegfried Nagel, University of Bern
John Nauright, University of North Texas
Johan Norberg, Malmö University
Gerhard Nowak, IST - University of Applied Sciences
Dino Numerato, Charles University

Daniel James O'Brien, Bond University
Daichi Oshimi, Tokai University
Laila Susanne Ottesen, Copenhagen
Dimitra Papadimitriou, University of Patras, Greece
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H. Thomas R. Persson, Kristianstad University
Tomas Peterson, Malmö University
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Maximilian Stieler, University of Bayreuth
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Tracy Taylor, University of Technology Sydney
Nicholas Theodorakis, Aristotle University of Thessaloniki
Ansgar Thiel, University of Tübingen
Lutz Thieme, Hochschule Koblenz
Sebastian Uhrich, German Sport University Cologne
Irena Valantine, Lithuanian Sports University
Stefan Walzel, German Sport University Cologne
Pamela Wicker, German Sport University Cologne
Herbert J. Woratschek, University of Bayreuth
Géraldine Zeimers, Ghent University & Universite catholique de Louvain

Committees 2018

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Scientific Committee

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EASM PhD Student Seminar

Johan Norberg
Ulrik Wagner, Chair

EASM Student Seminar

Kelly Knez
Mattias Melkersson

Keynotes

Joseph Maguire

Power, Culture and Control: Identity, Jurisdiction, Migration and Recognition

The challenges posed by the centripetal and centrifugal forces at work in contemporary Europe – involving economic, political, cultural and societal flows – are, in fact, nothing new. Not only have such forces surfaced in the making of modern Europe but they were also a feature of twentieth century sport. Here, attention is given to two case studies – the contemporary migration of 'highly skilled' athletes within EU / Europe and the long-term and ongoing struggle for identity, jurisdiction and recognition in sport in Ireland – the latter compounded by the potential implications of Brexit. Both case studies pose questions regarding the governance and management of sport.

Joseph Maguire is Emeritus Professor at Loughborough University, Past-President of the International Sociology of Sport Association, (ISSA) and Past-President of the International Sociological Association Research Committee 27 (Sociology of Sport). He has published extensively in the area of sport, culture and society and is the recipient of major awards such as The North American Society for the Sociology of Sport (NASSS) The Distinguished Service Award (2010) and The International Sociology of Sport Association ISSA Honorary Member's Award (2011). Joseph Maguire is a Fellow of the Academy of Social Sciences, and is currently a Visiting Professor at the University of Copenhagen, Denmark. His recent work includes: Maguire, J. (2013). Reflections on Process Sociology and Sport and Maguire, J. (Ed.) (2014). Social Sciences in Sport. Currently, he is working on a sociological account of the history of Ireland, Empire and Sport, focusing on the struggle for recognition, jurisdiction and identity in the context of the British Empire and Olympic Games.

Veerle de Bosscher

Effective Policies: Measurement, Evaluation and Monitoring of Effective Strategies to Develop Elite Sport in a Changing Europe

This presentation, by De Bosscher, is concerned with the strategic thinking behind elite sport policy in a globalized competition. One of the consequences of the internationalisation of sports is an increasing competition among nations to perform at international (Olympic) events, resulting in sophisticated and expensive elite sports systems on the one hand and a growing gap for nations with less developed sport systems to produce successful athletes on the other hand. Nations have increasingly sought to maintain the relative advantage by adopting a more strategic approach to elite athlete development and by copying best practices from other competitors. This presentation will illustrate the paradoxical nature of homogenized (elite) systems versus diversified policy implementations. Taking elite sport as a case study, the aim is to provide insights in the development of successful policies and build theoretical understanding of the measurement, evaluation and monitoring of effective strategies and governance, by following a logic model of inputs, throughputs, outputs, outcomes and impact.

Veerle De Bosscher is professor at the research group Sport and Society, department of Sports Policy and Management at the Vrije Universiteit Brussel (VUB), Belgium. Her research expertise is in the area of elite sport, sport development, sport policy and management, effectiveness, benchmarking and competitiveness. She has published her work in diverse refereed journals, written book chapters and been both editor and author to several English and Dutch books (e.g. the Global Sporting Arms Race; Managing high performance Sport). She is the founder and coordinator of SPLISS (Sports Policy factors Leading to International Sporting Success), a worldwide international network on research in high performance sport, which was also the subject of her PhD in 2007. She counsels regularly to elite sport development of several organisations and countries. De Bosscher is a board member of the European Sport Management Quarterly (ESMQ), the Global Sport Management Journal and is associate editor of the International Journal of Sport Policy and Politics (IJSPP). She is a member of the Steering Committee of elite sport in Belgium (Flanders) and former member of the board of the European Association of Sport Management (EASM). She is a Visiting Associate Professor within the Institute of Sport, Exercise and Active Living at Victoria University (Australia) and was a visiting professor at Utrecht University (Netherlands) until 2015.

Mike Weed

Reflections on Sport Management, Politics and Claims Made for Sport

This presentation, by Mike Weed, will focus on three key areas. Firstly, it will discuss and reflect on the claims that are made for sport by politicians, policy-makers, managers and researchers, including claims about the impact it can have on society, the economy and individuals' lives in relation to, among other things, education, culture, health and wellbeing. Secondly, it will explore the evidence that exists to underpin such claims, reflecting on both the quality of the evidence in its own right, and the way in which the evidence is interpreted and used by politicians, policy-makers, managers and researchers to inform practice, justify decisions or claim impact. Finally, drawing on the first two areas as context, it will reflect on the contribution that sport management research in general, and the range of presentations and insights at the conference in particular, have and can make to practice and policy in sport management.

Professor Mike Weed is Professor of Applied Policy Sciences and Pro Vice-Chancellor for Research and Enterprise at Canterbury Christ Church University. Drawing on a wide range of social science disciplines, including social psychology, sociology, economics, geography and policy science, his work has focussed on informing, improving and interrogating policy in the applied domains of public health, physical activity, physical education, sport, tourism, transport, urban development and major events. Recent work has been funded by, inter alia, the Economic and Social Research Council, the Department of Health, the National Health Service and the Greater London Authority, and has included analyses of the effectiveness of sport as a public health intervention, the effectiveness of physical activity guidelines in improving population health, the effectiveness of a wide range of sport and physical activity interventions among the less active in schools, the health benefits and economic flows associated with major events, and the health impacts of cycling provision. Professor Weed is Strategic Director of the Centre for Sport, Physical Education & Activity Research (SPEAR), Editor-in-Chief of the Journal of Sport & Tourism (Routledge), Editor of the SAGE Library of Sport & Leisure Management, and sits on the Editorial Boards of Qualitative Research in Sport, Exercise & Health (Routledge) and the Journal of Global Sport Management (Routledge).

Thematic Symposium

Rethinking "sport for all": Inclusion and integration(?)

Convenors: Malmö University Department of Sport Science & Skåne District Sport Federation
Chairs: Susanna Hedenborg & Lars Lagergren

The well-known concept of "Sport for all" expresses the classic ideal that sport should be accessible to anyone regardless of physical, economic or other preconditions. Despite its commendable ambitions, the ideal has become increasingly difficult to reach in a changing Europe marked by economic and political crises and increased segregation. In what ways can organised sport face current social challenges and contribute to social development? In what ways can sport be a venue for inclusion and integration? Is there a need to rethink the concept of "sports for all"?

The thematic symposium "Rethinking "sport for all": Inclusion and integration(?)" is developed on the basis of the conference theme (Managing Sport in a Changing Europe) in order to attract both researchers and practitioners, leaders and other people working in the field of sports. The symposium offers insights and perspectives of the Swedish sport model in times of change and shows how Swedish sport organisations and local communities meet challenges of inclusion and integration. The first part of the session will be held in English and consists of short presentations followed by a joint panel discussion. The participants are:

- Susanna Hedenborg, professor at the Department of Sport Science, Malmö University, will introduce the thematic symposia and chair the first part of the session.
- Malin Eggertz Forsmark, The Department of Sports, Recreation and Leisure at the City of Malmö. The city of Malmö works, in co-operation with other actors, to find new ways to create sport- and leisure facilities and opportunities for people in a segregated city. The challenges are many, not least that the citizens access to sports and physical activity are influenced by structural factors such as socioeconomics, gender and ethnicity.
- Jan-Olov Kindvall, Malmö FF. With 20 Swedish Championships, Malmö FF is Sweden's most successful football club. The club is strongly engaged in social development and education projects in southern Sweden.
- Marcus Hansson, Cityidrott. With the motto "In (You)th we trust", the alternative sport club Cityidrott gives young people the opportunity to lead activities at low cost for children and adolescents in the city of Landskrona.
- Nicolas Lunabba, Helamalmö. The project Helamalmö ("All of Malmö") originates from the Swedish sport movement, but has extended its activities into other areas like culture, education and security. The focus of the project is to empower young people in deprived areas.
- Tomas Peterson: professor at the Department of Sport Science, Malmö University. Peterson is currently part of a research group studying new, alternative sport organisations and social entrepreneurship in sport.

The second part of the symposium is a workshop aimed to practitioners, leaders and other involved in Swedish sport. This part will be held in Swedish. The aim is to deepen the discussion of inclusion and integration in Swedish sport. This part of the symposium will be held in Swedish. Lars Lagergren, associate professor at the Department of Sport Science, Malmö University, will introduce the workshop and chair the session. Below is a description of the workshop content in Swedish:

Hur ska den svensk idrottsrörelsen kunna leva upp till målen för Strategi 2025? Workshopen intar ett praktikerperspektiv genom att ställa sig frågan om hur föreningarna ute i landet påtar

sig ansvaret för ”att barn, unga, vuxna och äldre väljer att idrotta i förening under hela livet” det vill säga även i praktiken bli den inkluderande och integrerande verksamhet som eftersträvas? Hur kan föreningar driva verksamheter som inte är direkt anpassade till den organiserade tävlingsidrotten eller elitsatsningar? Är det ens vad en förening i regel vill med sin verksamhet? Om samverkan med aktörer utanför idrottsrörelsen är lösningen, hur kan denna i så fall se ut? Workshopen syftar till att skapa en gemensam grund för vidare utvecklingsarbete utifrån idéer, erfarenheter och forskning.

Different Diseases Ask for Different Remedies. An Empirical Study and Theoretical Framework on Sport-related and Betting-related Match-fixing in Flanders

De Waegeneer, Els
Ghent University, Belgium
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Aim
Match-fixing is gaining rapid attention in both the sports world and academia (Hill, 2013; IRIS, 2014). However, a solid theoretical background to frame this ethical challenge is still missing from literature. This is, nonetheless, important to pinpoint the difficulties and threats of this emerging issue. Therefore, this study aims to present the application of a theory of moral development on the problem of match-fixing. Moreover, the specific challenges that this type of corruption poses are examined in the empirical part of this study.

Theoretical Background and Literature Review
Ethical behaviour can only be performed when four steps are successfully taken (Rest, 1986). In this study we apply the model of Rest to match-fixing. The first step to be taken is the so-called "moral sensitivity": the awareness that rigging a match is an ethical issue. Once this realization is made, the person involved needs to establish the "moral judgement" (step 2), i.e. is it permissible to fix a match or not. The third step is provided by the "moral motivation", when the moral judgment is weighted against other interests, such as winning or financial gain. In the final step, the "moral character", the action that is decided upon needs to be put in practice. This step can form an obstacle in itself. For instance, the athlete can pose the unethical behaviour, because of external pressure and lack of willpower to go through with the decision he made.

Research Design and Data Analysis
The Rest model offers a firm backbone to assess what is going wrong when an athlete decides to fix a match. Our research questions are aimed at shedding a light on which step(s) in the process form a major obstacle in both types of match-fixing and how athletes render the unethical behaviour in practice. This will allow to work out and implement a solid, effective strategy when it comes to the prevention of both classes of match-fixing.

A mixed method design was used to assess and explain incidents of match-fixing in Flanders. In order to study the characteristics of betting-related and sporting-related match-fixing events, quantitative data were gathered. For this part, three sports federations were selected, namely soccer, tennis, and badminton. All adults of these federations were presented with a anonymized questionnaire on match-fixing suspicions experiences in their sport. Statistical analyses were performed using SPSS 24.

To gain insight into the mechanisms and motivations that guide betting-related match-fixing, qualitative data were gathered through a case study. Interview questions were developed from the existing literature on match-fixing.

Results and Discussion

Questionnaires were taken from 614 respondents from soccer, tennis and badminton clubs in Flanders. No less than 138 incidents of (proposed) match-fixing were reported. Of these records, 90% concerned sporting-related fixes, as opposed to 10% of betting-related incidents. 16,6% of the respondents know someone who has been approached to fix a match, whereas 6,5% was contacted personally to rig a match. In both cases, the main stake was to prevent degradation from happening. Mostly the end result was at stake for the fixer, rather than the score or certain events during the match ('spot-fixing'). Most persons involved (66%) kept the information to themselves when they were confronted with facts or suspicions on match-fixing.

Two different types of fixes come into view. On the one hand, we have the sporting-related fix that involves mostly amateur soccer and concerns the manipulation of gain and loss. The most important stake is the prevention of degradation and mostly there are money or consumer goods involved. In our study, no threat was involved when it came to this kind of fixing. We clearly see how the first two steps in the Rest model (moral sensitivity and moral judgment) are compromised in the sporting-related fix. This differs from the betting-related fix, which typically takes place in a variety of sports and at the (semi-)professional level. Next to gain/loss fixing, we also notice that spot-fixing is going on. The stakes are always money and threat and violence are unfortunately not uncommon practices in this type of match-fixing. The moral obstacles, as defined in the Rest model, are moral motivation and moral character in the betting-related variety of match-fixing.

Conclusion and Implications

Our study was able to guide the complex subject of match-fixing with a theoretical framework, namely the model of Rest. Next to this, empirical data made it possible to obtain a clear distinction between the two types of fixing. On the one hand, we have to consider sporting-related betting with its own characteristics and threats, on the other hand attention needs to be given to betting-related fixing and its different features and risks. Both types of corruption demand for different prevention measures, which can be deducted from the model of Rest.

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Can Individuals Make a Difference?: The Relationship Between Individual Behaviors and Board Functions

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Aim

There is interest in understanding how an individual board member can influence how well the board fulfils its purpose to provide oversight and direction. Attempts to identify the influence of individual board members on board performance have usually relied on individual attributes (e.g., gender or experience) or attitudes (e.g., commitment or motivation). While attributes and attitudes help contextualize individual board members, they do not necessarily describe board member behaviors. Thus, the research problem guiding this study was: What is the nature of the relationship between individual board member behaviors and the fulfilment of board functions?

Theoretical Background and Literature Review

There are multiple different categorizations of board roles. Inglis (1997) argued for four board roles. Inglis, Alexander, and Weaver (1999) suggested there are three board roles. However, there is some consensus around two primary board functions—conformance and strategy—in line with the board's primary purpose to provide oversight and guidance (Daily, Dalton, & Cannella, 2003).

At the individual level, the organizational behavior literature describes many different behaviors. This research focuses on two that are particularly relevant to governance—proficient behaviors and proactive behaviors. Proficient behaviors focus on accomplishing core tasks and meeting the formal requirements of a position (Griffin, Neal, & Parker, 2007). Proactive behaviors are self-initiated and future-oriented in an ambiguous context (Grant & Ashford, 2008). Furthermore, as board members take on multiple positions within an organization—as a specific position on the board (e.g., secretary), as a board member, and as a representative of the organization—considering these behaviors in each position results in a model of six behaviors (individual proficient, board proficient, organizational proficient, individual proactive, board proactive, organizational proactive).

The nature of proficient behaviors, with their focus on specific tasks and requirements, aligns the conformance function of the board while the forward-looking nature of proactive behaviors aligns with the strategic function of the board. Thus, this research tests whether the three proficient behaviors are predictive of the perceived fulfilment of the board's conformance function and whether the three proactive behaviors are predictive of the perceived fulfilment of the board's strategic function.

Research Design and Analysis

453 board members from Australian state sport organizations responded to an online questionnaire asking them to self-evaluate their behaviors and their board's fulfilment of the conformance and strategic functions. The Work Role Performance instrument (Griffin et al., 2007) was adapted for the sport setting to measure behaviors while an instrument by Pugliese, Minichilli, and Zattoni (2014) was adapted and used to measure the perceived fulfilment of board functions. Structural equation modelling was used to test the proposed relationships along with comparing alternative models and testing for measurement invariance.

Results and Discussion

The proposed model was accepted as all statistics met the model fit criteria ($\chi 2$=510.771, df=302, p=<.001; SRMR=0.06; CFI=0.96; TLI=0.96; RMSEA=0.04). Additionally, the model was found to have the best fit in comparison to alternative explanations and had measurement invariance across different characteristics (e.g., age, tenure, board size, etc). In examining the results, the board proficient and organizational proficient behaviors were positively predictive of the conformance function while the organizational proactive behavior was negatively predictive of the strategic function. The other three behaviors were not statistically significant predictors of board functions.

In addressing the research question, the evidence suggests that relationships between board member behaviors and the fulfilment of board functions are diverse in strength and direction. Despite the diversity of relationships evidenced in this research, it is worth noting a few themes. Firstly, the conformance function was predicted by behaviors that engaged with other colleagues (board and organizational). Secondly, proactive behaviors were, at best non-predictive of strategy although there was some evidence suggesting organizational proactive behaviors may not be aligned with the strategic function. Thirdly, the individual level behaviors were not predictive in any way.

Conclusion

This research found a set of diverse and relevant relationships between board member behaviors and board functions suggesting further investigation into the subject would be worthwhile. The findings suggest that it is important the board members work together to ensure conformance and that strategy is unlikely to be attained by one person's behaviors. The results of the present study provided empirical support for claims that boards exist to limit the authority of individuals by using the group to moderate individual influence as both individual proficient and individual proactive behaviors were not statistically significant predictors of board functions. Ultimately, board member behaviors were most effective at predicting board functions when behaviors were focused on working as a group.

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A Multi-Dimensional Framework as a New Way of Studying the Management of Olympic Volunteering

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Aim and Literature Review

Research on volunteering has evolved considerably in the past few decades, developing our thinking and understanding of the phenomenon. This is especially pivotal in the area of sport events, many of which would cease to exist without the help of volunteers. Yet, according to Hustinx, Cnaan & Handy (2010), there are at least three layers of complexity with the concept of volunteering: the problem of definition (or a lack of it), the problem of multidisciplinarity that presents different meanings and functions of volunteering, and a lack of good theory that would bring all these aspects together. Sport volunteering literature to date lacks a holistic interdisciplinary approach that integrates a wide range of themes and issues that would enhance our understanding of this complex phenomenon, particularly in the context of mega sport events (e.g. Baum & Lockstone, 2007; Doherty, 2013). Scholars also acknowledged that gaps still exist in our understanding of many aspects of mega sport event volunteering (e.g. Bang & Chelladurai, 2009; Chanavat & Ferrand, 2010; Ferrand & Skirstad; 2015; Giannoulakis, Wang, & Gray, 2008; Khoo & Engelhorn, 2011; Nedvetskaya & Girginov, 2018; Wicker & Hallmann, 2013). A rather limited insight into the nature of this type of volunteering prevails, which treats volunteering in mega sport events no differently from volunteering in social and community sectors. Scarce knowledge exists about the processes and outcomes of volunteering as well as volunteer management practices in this context. Importantly, most of research on sport event volunteering is focused on the individual level of analysis, overlooking institutional and societal dimensions. This lack of understanding has adverse policy and management implications as the stakeholders involved in planning and delivering volunteer programmes are unable to identify key mechanisms and processes that lead to successful programme results.

Theoretical Background

To address these gaps, the author developed an original multi-dimensional framework. The main purpose of this paper is to demonstrate the theoretical and practical value of using conjointly three analytical approaches that have not been integrated before and applied to the context of the Olympics. These are: the Volunteer Process Model (VPM, Omoto & Snyder, 2002), the Human Resource Management (HRM) approach (Cuskelly, Hoye & Auld, 2006) and the Legacy Cube model (Preuss, 2007, 2015). A proposed framework was utilised to explore various aspects of London 2012 Olympic volunteering. Thus, the VPM model offered new knowledge into the 'life cycle' of volunteering and helped bring to the fore details on what preceded London 2012 volunteering, experiences as they occurred, and the outcomes of participation on individual, organisational and societal levels. In light of the proposed framework, the study suggested a new comprehensive definition of mega sport event volunteering that reflects its complex multidimensional nature and the context within which it takes place.

Research Design and Method

A longitudinal approach and multiple methods of data collection were used to gather a richer and stronger array of evidence: document analysis, participant observations, an on-line survey and in-depth semi-structured interviews with volunteers and volunteer managers. Thematic

analysis was applied to make sense of the large volume of data and provide a valuable foundation for the results and a subsequent discussion.

Results

The findings revealed that the London 2012 Volunteering Strategy had multiple stakeholders and aims, from running an excellent Games-time Volunteer Programme to creating a sustainable volunteering legacy. Competing demands, poor coordination, and the lack of specific plans on *how* to achieve the expected outcomes coupled with external factors contributed to a legacy not being realised to the extent it was hoped for. Although the Games Maker Programme achieved its target to recruit, train and manage 70,000 volunteers to work in 3,500 Games-time roles, organisers were not always effective in providing volunteers with the best experience, which largely depended on volunteer roles, placements and a management style. This is at odds with the claim that the successful organisation of the Games is largely in the hands of volunteers, whereas the attainment of the volunteering legacy depends on the quality of volunteers' experiences.

Discussion and Implications

The main advantage of using a multi-dimensional framework is in its ability to locate a specific phenomenon – e.g. Olympic volunteering - in its wider socio-economic and political milieu and thus offer a more holistic understanding of mega sport event volunteering and volunteer management. This research brings new insights and strengthens theoretical and practical foundations of the field of sport management as it offers implications for teaching, policy and practice. It is concerned with how to effectively develop volunteer policies and management systems in terms of planning, recruiting, training, developing, managing and rewarding volunteers to achieve better quality programme results and a sustainable volunteering legacy beyond the event. Besides, it gives foundations for a more informed discussion of the phenomenon under study in an academic setting. It is also hoped to provide new directions for continued research in this critical area.

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Parallel Sessions

The Unintended Consequence of Financial Fair Play: An Examination of Competitive Balance across Five European Football Leagues

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Aim

This paper examines competitive balance in European football leagues before and after the inception of Financial Fair Play (FFP) regulations by the Union of European Football Associations (UEFA) in 2011.

Theoretical Background and Literature Review

The FFP regulations were implemented following a period of financial instability amongst European professional football clubs. The two objectives of FFP were to bring about more financial stability in European football and make the industry (and individual leagues) more competitively balanced. It is not clear whether or not the definition of competitive balance put forward by UEFA is aligned with the theoretical definition of competitive balance found in academic literature (e.g. Fort & Maxcy, 2003) but it is evident that UEFA are indeed concerned with the concept of 'competition' between teams in their respective member leagues. However, there is very little evidence at the present time as to the veracity of the achievement of the second objective of FFP in relation to competitive balance aside from one or two papers (e.g. Freestone & Manoli, 2017). Furthermore, there has been extensive criticism of the regulations in academic literature, particularly linked to suggestions that the regulations may in fact have an adverse effect on competitive balance and only actually maintain the status quo of keeping the top clubs at the top of the game (e.g. Szymanski, 2014). Vopel (2013, p.17) confirms this point by stating that the spending power provides the true competitive advantage in football, making it "almost impossible to catch-up to bigger clubs without external funding". The 'big five' leagues in European football have historically been characterised by competitive imbalance and dominance by a select number of clubs (Ramchandani et al., 2018) something which goes against the fundamental premise of competition in professional team sports.

Methodology

Our research focuses on the top division football leagues in England (English Premier League), Germany (Bundesliga), France (Ligue 1), Italy (Serie A) and Spain (La Liga). The paper is organised into two distinct time periods: pre FFP, comprising the six seasons between 2005/06 and 2010/11; and post-FFP, comprising the six seasons between 2011/12 and 2016/17. An independent sample t-test was used to establish whether the differences in the competitive balance scores for HICB, title gap and survival gap in each league before and after FFP were statistically significant. Further analysis examined the levels of dominance in each league pre FFP and post-FFP including the number of different teams to win the league title and the number of different teams to finish in the top four positions.

Results and Discussion

The results show a statistically significant decline in competitive balance post-FFP for leagues in Spain, Germany and France but not for England and Italy. Furthermore, the results report significantly higher levels of concentration and dominance by a select number of clubs in Germany (most notably Bayern Munich). The standout discussion point here is the case of the German Bundesliga. In relation to all measures of analysis, the Bundesliga performed poorly and saw a significant decline in competitive balance and a significant increase in the gap for the title as well as seeing fewer title winners and fewer clubs finishing in the top four positions in total. The findings for Germany are also interesting given the ownership structure of clubs in Germany and the 50+1 rule. This system means that, historically, German clubs have been averse to financial takeovers. This can be to the detriment of clubs that are trying to improve their performance within such a system as they cannot catch-up to the bigger clubs without external funding. Whilst we cannot obviously claim causation in respect of FFP in the context of our results, we can partially attribute a decline in competitive balance to the sizeable financial gap that has developed between clubs during this period, caused in part by increases in prize money linked to broadcasting and pan-European competitions.

Conclusion and Implications

The results from this study, in part, provide evidence to support the criticisms levelled at FFP in the extant literature, particularly in the context of the elite leagues in Germany, Spain and France. Furthermore, under the current regulations it will be difficult for any of the 'smaller' clubs to close this gap given that the regulations limit significant external investment. Thus, clubs must look to other long-term financing strategies or innovation in their strategic direction to be able to compete. However, innovation and long-term financing will only get you so far in respect of the revenue that you can actually generate. Under a break-even principle, the clubs that earn more will ultimately always have more to spend. Hence, we argue that FFP may have had an unintended consequence in relation to the competitive balance of European football leagues.

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Delivery Forms and Value of Municipal Sport Services. Expenditure vs Cost

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Aim

Municipal expenditure in sport is a very relevant indicator of the budget effort in the provision of this service (Stastna, 2009). However, the characteristics of the different New Public Management (NPM) delivery forms (i.e. agentification and contracting out) hinder the estimation of the real dimension of the service. In particular, the contracting out delivery forms transfer the expenditure effort to a private company, which causes municipal spending to decrease and is not associated with a decrease in the number of services (Pérez-López, Prior, & Zafra-Gómez, 2015). Therefore, new indicators related with the overall cost of the service (including municipal and private companies' expenditures) are necessary to analyze the real effect of the different NPM delivery forms on municipal sport services. The aim of this study was to analyze the influence of different delivery forms on the budget dimension of municipal sport services in Spain, evaluating the differences between expenditure per inhabitant and cost per inhabitant.

Theoretical Background

Public sport services play an especially important role in the municipalities. This area aims to provide access to physical activity to all inhabitants and to improve physical activity levels (Liu, Taylor, & Shibli, 2009). To do so, they control sport facilities and sports services. In addition, they promote local sport associations (Burillo, Barajas, Gallardo, & García-Tascón, 2011). Furthermore, as a public service that is directly provided to citizens, and due to the fact that most of the services provided by public sport facilities are directly comparable to those of the private sector, a greater performance control is required (García-Unanue, Felipe, Gómez-González, del Corral, & Gallardo, 2016).

The new legislation of the Spanish local administration includes actions to help with this control. One of them is the new compulsory indicator that has been published by municipal administrations since 2014, named effective cost. This indicator includes the direct sport expenditure of the municipal administration, a part of the distribution of the municipality's general expenditure and the turnover of the public services managed by private companies.

Methods

All municipalities above 20,000 inhabitants took part in this study. The data of expenditures per inhabitant (only the sport expenditure of the municipal administration) and the cost per inhabitant (the value of effective cost indicator per inhabitant) have been obtained from the Spanish Ministry of Public Administrations website, focusing on the year 2015. Several missing values were found after a review of the dataset. Therefore, out of 395 municipalities, only 282 were included.

The main independent variable was the management delivery form. To do so, the municipalities were divided into three options through a dummy variable: 1 for direct centralized management, 2 for agentification and 3 for contracting out. Other environment

variables were included as control: total population (transformed to logarithm), rent per capita, taxes per capita, municipal budget solvency and total surface of public sport facilities. Two linear regression models were estimated, one for expenditures per inhabitant and another one for cost per inhabitant. Because of the existence of heteroscedasticity, robust standard errors were used. The analysis was performed with STATA 14.0 and the level of significance was set in $p<0.05$.

Results and Discussion

The estimations show a R^2 of 0.19 in expenditures per inhabitant model and 0.15 for cost per inhabitant model. The mean expenditure per inhabitant of the sample was 35.58 €, while the mean cost per inhabitant was 41.76 €. As expected, the delivery form directly influenced the expenditures per inhabitant. The municipalities with agentification expended 8.60 € more per inhabitant than municipalities with direct management ($p<0.001$) and the municipalities with contracting out expended 7.34 € less per inhabitant ($p<0.001$). However, the delivery forms did not present any significant value in the model of cost per inhabitant ($p>0.05$). These results help to support previous studies that do not find clear improvements with the decentralization and contracting out (Pérez-López et al., 2015). Furthermore, the results of this study show a bias in the expenditures per inhabitant as a performance indicator.

The remaining variables followed the same pattern in both models. The sport facilities surface was not significant ($p>0.05$). The total population and the municipal solvency presented significant values with negative sign ($p<0.05$). Finally, the rent and taxes per inhabitant presented significant values with positive sign ($p<0.05$).

Conclusions

This research shows an empirical evidence of the relationship between the NPM delivery forms and the overall cost of municipal sport services. These findings imply that the delivery forms do not affect the total budget of the service. Future researches must go in-depth on the influence of delivery forms in other indicators such as participation index and perceived quality.

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Sports Governance and Access to Justice

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Aim
To legally assess the concept of sports governance, with particular focus on the relationship between the rules and practices of international sports federations and the relevant systems of local, national, and international law. A specific focus will be on the mechanisms of athletes' and other stakeholders' access to justice.

Theoretical Background and Literature Review
The study of governance, examining uses of power, is one that can be – and has been - approached from many angles. For lawyers, the questions related to governance originate in the rules shaping such uses of power. We can look at the scope of the rules, their applicability, and their precision as well as the procedures through which they are created, interpreted, applied, and enforced. Examining these aspects of sport federation laws are all part of our project. Yet, it is not the main focus of our interest. Rather, we want to assess and evaluate how the rules of the sports federations interact with other legal systems: how, where, and to what extent do the rules of sports federations leave room for the legal systems of the communities and nations in which they are located to determine questions relating purely to sport and questions relating to sport in part. The same will be asked for the rules and principles of international law.

With reference to established key indicators identified by organisations such as Play the Game and IDHEAP, we have begun a mapping exercise of sport governance for international sport federations in a variety of sports extending beyond traditional Olympic disciplines. Particular attention is being given to access to justice and recourse to internal, national and international judicial systems as indicators of good governance relevant to the maintenance of the rule of law.

This topic is theoretically based on a combination of a number of discussions currently generating a substantial amount of legal attention: allegations of the fragmentation of international law; the legal obligations proposed by the global principles of business and human rights; characterizations of the role of non-state actors in the legal system, as well as traditional inquiries into conflicts of law rules.

Research Design and Data Analysis
Our project has started with a mapping exercise of sporting federations, by reference to key sports governance indicators such as: World Rugby, FIFA, International Cricket Council, the International Equestrian Federation, the International Federation of Basketball, the IOC, the International Cycling Union and the International Swimming Federation. We will support the textually-based information gathering by reviewing the jurisprudence addressing disputes between stakeholders found not only in the body of Court of Arbitration in Sport (CAS) opinions, but also in national and local courts to determine where non-federation rules are decisive in disputes between a federation and an athlete or other stakeholder. Finally, taking advantage of our geographical location in Lausanne, Switzerland, we hope to test our assessments of the federations' written rules by meeting directly with management and/or the

legal officers' of different federations to discover how internal policies and codes are followed and implemented in practice.

Results and Discussion

Disparities exist among the internal rules systems of various federations in the extent to which CAS proceedings can/must be invoked. In addition there are differences in the applicable law and in the extent of the federations' jurisdictional competences. This has significant impacts on the access to justice for athletes as well as stakeholders outside system who may be affected by federations' actions or decisions.

Conclusion and Implications

This presentation will form a foundational component of a larger project examining the legal aspects of sport governance. Recognizing others' on-going efforts to establish universal good governance indicators for sport, our research will help identify where the law can support the realization of the basic principles of accountability, participation, and transparency.

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Honest Services Fraud: How a Little Known U.S. Statute is Battling Sport Corruption

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Aim

This legal research is prompted by the charges in the current NCAA basketball corruption scandal and the confusion surrounding criminal indictments for rules violations of a national sport governing body. Legal research questions answered include: 1) What is honest services fraud?; 2) How successfully has it been used in sport corruption cases?; and 3) Can it be an effective deterrent to corruption in college athletics?

Purpose and Background

Corruption in sport is omnipresent, as individuals will seek every advantage to win. While governing bodies are expected to act with integrity, sometimes an external entity is necessary to effectuate change when the internal controls of the organization fail. The US Department of Justice (DoJ) has taken this approach in prosecuting organizational officials in the 2002 Olympic Winter Games bid scandal and the 2015 FIFA corruption scandal. Currently, the DoJ is investigating corruption in NCAA college basketball, indicting Adidas officials and college basketball coaches for bribing recruits to attend Adidas-sponsored institutions.

Methodology

This legal research examined primary legal sources – the federal fraud statutes, past sport corruption cases, and the current legal indictments in the NCAA basketball corruption scandal. Keyword searches using the honest services fraud statute (18 U.S.C. §1346), corruption, bribery, fraud, and sport yielded the sport-related case law. These cases were evaluated based on legal theories presented, fact patterns, and convictions or acquittals. The data was compared with the facts alleged in the NCAA basketball corruption cases to determine the likelihood of success in utilizing this statute to address corruption in collegiate sport.

Findings and Discussion

The honest services claim stems from the mail and wire fraud statutes which prohibited schemes to defraud others of tangible property or financial interest, and of the intangible right to honest services. Through the 1970s and early 80s, public officials and private sector employees were charged when the US Mail or interstate wires were used to commit fraud. Sport cases such as *U.S. v. Bloom* (1990) were generally unsuccessful as the use of the mails was not a material element of the fraudulent scheme.

However, in 1988 Congress enacted 18 U.S.C. §1346 which expressly provided that the mail and wire fraud statutes includes a scheme to deprive another of the intangible right of honest services", overruling the Supreme Court's decision in *McNally v. United States* (1987). The elements of an honest services fraud claim include: 1) A breach of duty with harm to a person whom a duty is owed; 2) Economic harm caused by the conduct is actual or reasonably foreseeable; and 3) Omission or misrepresentation was material. Under the statute, as long as the organization would suffer considerable losses, including financial loss or damage to

reputation, federal prosecutors have wide discretion to criminalize conduct in private industry that may not otherwise be illegal.

The Honest Services Fraud claim was successfully prosecuted in *US v. Gray* (1996). Baylor University basketball coaches devised and executed a scheme to academically qualify students they recruited by providing them answers to exams were convicted of honest services fraud. Although this conduct constituted a violation of NCAA rules, and did not violate any laws, the court concluded the coaches had a duty to disclose their "cheating scheme" to the university, and the information was material because Baylor could have recruited other eligible, qualified students. Thus, the scheme itself and the failure to disclose it were both material as Baylor University could have altered its decisions had it been aware of the coaches' actions.

Federal prosecutors were similarly successful in the prosecution of AAU basketball coach Myron Piggie for accepting payments to induce players to accept scholarships at specific schools and paying those players to play for his team in violation of NCAA rules (*U.S. v. Piggie*, 2002). However, they were not successful in prosecuting Tom Welch and Dave Johnson, members of the Salt Lake City Olympic Organizing Committee, for their role in bribing IOC officials for their votes to host the Winter Games. Results have been mixed for the 14 soccer officials indicted in the FIFA corruption scandal, with several cases still in progress.

Conclusion and Implications

While the media and general public expect the NCAA to control every aspect of college sport, it is actually quite limited in its ability to investigate allegations of rules violations. Unlike the government, which has subpoena power and can compel witnesses to testify, the NCAA relies on its members to follow the rules, to report when they have broken the rules, and to cooperate in infractions investigations. Penalties have a huge impact on the institution, but sometimes little impact on the rules violators who are long gone. Criminal prosecution for honest services fraud may be a way to deter cheaters from violating NCAA rules and provide recourse for the institutions that are harmed by their behavior.

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Do Athletes Perceive Themselves to be Role Models for Youngsters? A Multilevel Analysis

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Aim
The purpose of this study is to determine whether or not elite athletes perceive themselves as role models and to explore what individual and country-level variables are associated with this perception.

Theoretical Background and Literature Review
This manuscript builds upon the role modelling concept and theories. In short, among governments and public it is taken for granted that elite athletes are role models and that they have a correspondingly positive impact upon youngsters to activate them towards frequent sport participation (Grix & Carmichael, 2012). However, there is little academic evidence to support this causal link (Payne, Reynolds, Brown, & Fleming, 2003). The available studies confirm that under certain conditions elite athletes can have a motivational effect on already active sport participants (e.g., Mutter & Pawlowski, 2014). Additionally, Lines (2001) found that the strength and scope of the motivational effect are also determined by the athletes' interpretation of being a role model. Surprisingly, there is little insight into if athletes perceive they are a role model and what individual and country-level variables are associated with this perception.

Research Design and Data Analysis
Data were collected from elite athletes in 14 countries by a local research partner in each country in 2012 (n=3,142). The data were collected during the Sport Policy factors Leading to International Sporting Success (SPLISS) 2.0 study in 2012 (De Bosscher et al., 2015). Athletes were asked if they perceive themselves as an inspiring role model; if, and in what ways, personal sporting heroes were influential in their sporting career. Multi-level modelling was applied as hierarchical structured data at the individual level (attitudes of athletes and their socio-demographics) and the country level (total number of medals or culture) was prevalent. The binary item 'Do you see yourself as a role model that inspires young sports people?' served as dependent variable. The underlying assumption is that structural level effects can influence the individual's perception.

Results and Discussion
Eighty-five percent of the athletes perceive themselves as a role model. Moreover, 70% of the athletes stated that, as a young talent, they have been inspired by elite athletes themselves. Using multi-level modeling, initially an intercept-only (or null) model (a model without any independent variables) is estimated. This is compared to a null, single-level model to test the significance of event effects by means of a likelihood ratio (LR) test. The LR test is significant and reveals that the country level variables are associated with an athlete's perception of being a role model. The results of the full model (χ^2=51.16; p≤.001) suggest that at the individual level, perceived recognition (β=.135), financial support (β=.503), practicing individual sports (β=1.075), having reached top 3 in the world in their discipline (β=.504), having been inspired by other elite athletes as a young talent (β=.547) and being a fulltime athlete (β=.501) have a significant positive association with an athletes' perception of being a role model. At the country level, the total number of medals (β=-.013) and uncertainty

avoidance (β=.-.088) have a significant negative association with being a role model, while power distance (β=.134) was positively correlated. Accordingly, if sport policy makers want to capitalize on the motivational effects of athletes as role models, they need to consider if their policies can address these variables.

Conclusion and Implications

Several theories on sport participation are built upon the concept that athletes are role models (Grix & Carmichael, 2012). Surprisingly, without consideration whether or not athletes recognise this role for themselves. This paper thereby contributes to the literature on athletes as role models—both theoretically and empirically. Namely, it was addressed whether athletes perceive they are a role model and examines what individual and country-level variables are associated with this perception. The analysis indicates that most elite athletes indeed perceive themselves as an inspiring role model for today's youngsters. A theoretical contribution of this paper lies in the application of both individual and country characteristics of the responding athletes. The methodological contribution is the use of adequate data and sophisticated statistical methods for the analysis of the trickle-down effect as requested by Lyle (2009). Based on the study results, it could be argued that nations could benefit from becoming more strategic in leveraging athletes as role models within talent development programmes.

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A Better Performance to Elite Student Athletes? The Case Study of School Athletic Class System in Taiwan

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Aim

The race to win medals at international sport competitions had clearly escalated in the past few decades for many countries, so most of the governments had been directly intervening in policies designed to improve the international competitiveness to their elite athletes (Hiroaki Funahashi, et al., 2014). Therefore, in the era of high sport performance, the cultivation of youth athletes for competing in international sport competitions had gradually become the focus of attention in many countries (Houlihan & Zheng, 2013). In Taiwan, the major elite sporting systems to student athletes was “Athletic Classes” which was a special system for schools by concentrating students with athletic potential on same classes and coaching sport skill in order to promote their performance (Sport Administration Taiwan, 2018). As the system of athletic classes was regarded as the cradle of training elite athletes in Taiwan and theeffectiveness of athletic classes were crucial to the achievements of Taiwan's competitive sports, the aim of this study was to explore the national elite sporting systems to student athletes in Taiwan by discussing: (i) the performance of elite students athletes from athletic classes; (ii) the challenges and improving strategies to this school sport policy and also offered suggestions to the government of Taiwan.

Theoretical Background or Literature Review

Sports had become a powerful global phenomenon, so many advanced capitalist countries invested much in developing elite sport to perform well and win the medals in mega sport events (Grix, 2012; McNeill & Wang, 2005); therefore, there would be a continuous focus on performance improvements and so did Taiwan. Taiwan government formulated laws and regulations related to athletic classes as a basis for promoting the elite sporting system to student athletes. However, according to the evaluation reports by the Sport Administration Taiwan and relative researches or literatures made by local scholars of Taiwan, the dilemmas of training system for elite student athletes included the participation of competitive sports in population reduction, training and academic conflict, over-training and sports injuries, insufficient sports training funds, and lack of career planningwhich were also the difficulties and challenges that the athletic classes system faced (Sport Administration Taiwan, 2018).

Methodology and Data Analysis

This study conducted a thorough analysis of documents from 1984 when Taiwan governments started implementing the school athletic class system. For the research, official government documents which were only published directly by the authorities and collected from national sport governing bodies, sporting committees, and so on were all analyzed. Furthermore, this study included semi-structured interviews with five key persons from the Sport Administration Taiwan, scholars, and three principals of schools who were involved in sports diplomacy. All participants were informed that their responses would be confidential and used for research purposes only and the interview materials would be recorded under their permission and sent to them for the post-view.
The questions to semi-structured interviews were as the following: (i) the reasons/objective for schools to set up athletic classes; (ii) the difficulties/challenges in managing athletic

classes; (iii) the most urgent need for improvement for the national elite sporting system to student athletes.

Results and Conclusion

(1) The national elite sporting system for student athletes in Taiwan was legalized after the lunching of "National Sport Act" in 2001and "The regulation for the establishment of athletic classes in high schools and elementary schools" in 2003. At present there are a total of 676 schools and 1,862 athletic classes in Taiwan and more than 700 coaches assisting the student athletes on sport training.

(2) According to Dr. He Zhuo-fei (2018), the former Director of Sport Ministry Taiwan, most of the elite student athletes of the high school athletic classes performed very well. There were more than 95% of the medal winners of Taiwan delegation to 2017 Taipei Universidad were from high school athletic classes, which was the evidence of the performance to athletic classes.

(3) The difficulties to manage athletic classes included: (i) the insufficient budget to support the student's training; (ii) the reduced participation in competitive sports.

(4) The urgent need to be improved for student athletes of athletic classes were: (i) the difficulties with time management of sport training and academic studies; (ii) the lack of career and social development opportunities.

(5) Taiwan government was advised to construct sustainable development indicators for athletic classes and provide them adequate support in order to enhance the performance of national elite sporting system in Taiwan.

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What Do Sport Organizations in Canada And England DO to Integrate Immigrants in Sport? Implications for a Changing Europe

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Aim
The aim of this study is to gain insights from two international contexts, Canada and England to understand how sports organizations are innovating to encourage integration of immigrant communities.
Research Questions:

- What changes in structures, technology, people and products/services are sports organizations implementing to integrate immigrants in sport?
- What are the strengths and weaknesses of innovations used and how can these lessons guide more effective integration of immigrants in sport?

Theoretical Background
Multiculturalism and immigration has a rich history in both Canada and the UK; with immigrants making up 21.9% and 14% of the populations respectively in 2016 (Office of National Statistics, 2017; Statistics Canada, 2017). Immigrants, are generally defined as those who are foreign-born, and includes all individuals who have ever migrated from their country of birth to their current country of residence. This group is highly diverse, and many migrate for numerous reasons including a desire for economic prosperity, improved standards of living, as well as individuals who are forcibly displaced. 'Immigrant' encompasses the terms migrants, refugees and asylum seekers and includes a variety of people of differing nationalities, social-economic and cultural backgrounds. In fact, over the last few decades, global instability has led to a rise in international immigration and by the end of 2016, 65.6 million individuals were forcibly displaced worldwide because of persecution, conflict, violence, or human rights violations (UNHCR, 2016).

Many countries, including Canada and England, are looking at ways to encourage and support immigrants' integration into new communities; with one method of achieving this being through sport and physical activity. An Australian study by Block and Gibbs (2017) indicated that participation in sport can lead to many physical and psychosocial benefits and, may even act as an important mediator for achieving positive settlement. Yet, immigrant communities have low participation rates due to barriers such as discrimination, costs and cultural sensitivity (Block & Gibbs, 2017). Thus, sport organizations need to innovate their practices to recruit and retain this new population in their programs. Innovation at the organizational level is a subset of organizational change and can be defined as the adoption of 'something' new in an organization (Damanpour & Schneider, 2006). Slack and Parent (2006) recognize that sport organizations are in a constant state of change in four potential areas: technology, products/services, structures/systems and people, which we use to categorise innovations in this study.

Research Design
The purpose of this research is to explore the innovations and gaps in the current Canadian and English sport systems, focusing around the integration and accommodation of immigrants

into sport organizations. Phase one, involved an online audit of national Canadian and English sport organizations (NSO) websites, for key terms that might indicate an innovation targeted towards an immigrant population. This provided an initial sense of the extent to which NSO's and their component clubs are innovating and what specifically is currently being (or not being) done. Then phase two, involves semi-structured phone interviews with selected sport organizations (from club to regional/provincial levels) under the Sport Canada and Sport England umbrella (20-30 in total), which focus specifically on challenges and opportunities organizations have encountered in implementing innovative changes to attract or retain immigrant participants.

Results and Discussion

Results show that sport organizations are adopting many innovations in attempt to provide participation opportunities for immigrants. Within the Canadian context, 45 of the 58 NSO's (78%) mentioned terms that indicated *some* kind of recognition made towards immigrant participants (including athletes, coaches and officials), although the extent of innovative practice varied widely. 11 sports (19%) had a public statement on their website from top leadership indicating a need to engage with more immigrants. 6 NSO's (10%) had policy aimed at making it easier for immigrants to coach or referee in Canada. Of greatest interest to our research, was the 6 NSO's (10%) and approximately 20 clubs that were identified as having developed programs aimed at immigrants. This forms the basis for targeted interviewing towards these NSO's and clubs, which have specific strategies focusing on this community. The results for the NSO audit within the English context are currently being analyzed and will be compared against this data set. Preliminary audit findings, alongside the results from the interviews will lead to valuable insight into the innovations used to encourage immigrant integration.

Conclusion

This study allows the discovery of best practices across an international context, as well as the identification of common trends, challenges and opportunities that sport organizations may face, when trying to implement changes or new innovations to better integrate immigrant populations. Please note, this research is currently in progress with the interviews being undertaken currently till July 2018, ensuring that the preliminary findings will be ready for the conference in September 2018.

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How Do Structural Network Characteristics Relate to Network Governance?

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Aim

This research investigates structural characteristics of interorganisational networks and how these relate to network governance. Network forms of organisation, being neither market nor hierarchy, are based on mutual strengths, trust, and flexibility among cooperating organisations, provide a platform for the exchange of resources and knowledge, and foster innovation (Powell, 1990). Theoretically, the network perspective serves to explain economic organisation and behaviour and provides an analytical toolkit for the investigation of network structures. This study aims at uncovering governance in networks based on network structural characteristics. The theoretical contribution of the paper is advancing knowledge on the structure of interorganisational networks and how they are governed. Specifically, we analysed cross-sectoral sport industry clusters and their particularities in terms of actors, social context, informal and formal relationship building, and forms of governance.

Theoretical Background and Literature Review

Initially social network analysis (SNA) focussed on informal, interpersonal relationships of one focal individual (ego networks). SNA methods at individual level evolved to the clique-level, the decomposition of networks into different constituting sub groups. These sub groups might be linked via weak ties between individuals of each clique. This led to the idea of whole networks including all actors of a 'social space' that comprises a group of actors together with the environment of each group member (Granovetter, 1985).

Being part of a network and being linked to various other networks (weak ties) provides individuals and organisations with access to resources, knowledge and information that they would not be able to access without the network. The governance of these networks bear important implications with regards to access and gatekeeping of these networks.
In this article, we adopt the definition of governance as informal or formal exchange of resources or knowledge that create interdependencies that potentially affect power relationships between member organisations of a network. Existing research on governance focuses on governance of organisations, hence board composition, performance and functioning and calls for more interorganisational network governance research (Provan & Kenis, 2008; Shilbury, O'Boyle, & Ferkins, 2016). While other disciplines have progressed on network governance research, there is still little knowledge on the governance of interorganisational networks in the field of sport and sport management (Wäsche, Dickson, Woll, & Brandes, 2017).

Research Design and Data Analysis

This research is based on a mixed methods approach to network analysis. First, qualitative data were collected for two case studies in the surfing industry (France and Australia). The empirical context are two different surfing industry clusters consisting of various surf product and service providers, sport providers, regional sport and public governing bodies, and universities. Semi-structured interviews (49 in total) were conducted, transcribed, and analysed. We interviewed several organisations per type of cluster organisation. For the SNA

we considered aggregated actors, comprising all organisations of one type. The ten types of sport cluster organisations suggested by Gerke, Desbordes, and Dickson (2015) were used. The first analysis round was screening the interview transcripts for any element that indicated a linkage between the interviewed organisation and another cluster organisation. Linkage included here short-term and long-term exchange of knowledge or resources in formal or informal ways. The pre-coded data were then revisited and synthesised qualitatively and quantitatively in a table.

Results and Discussion

The triangulation of thematic analysis of qualitative data and SNA of network data generated from the qualitative data allowed us to draw conclusions on network governance in the studied clusters. Using the typology of Provan and Kenis (2008) to interpret our results we can argue that in both cases there is evidence for shared participant governance but that the central role of boardsport brands also provides evidence for lead organisation governance by one or a few network members (i.e., one or several boardsport brands). The existence of a cluster network organisation in the French cluster indicates also evidence for a network administrative organisation-governed network. In the Australian case there is another actor, the equipment specialist, that take a similarly central role as the boardsport brands based on the interconnections.

Conclusion and Implications

Overall, the study of these two cases show that there is no unique answer on the question of governance of sport cluster networks. There is evidence in both cases for shared governance through one lead organisation or several cluster organisations. However, in the case of the presence of a formalised cluster network organisation, the prevailing governance mode is the network administrative governance. These two cases provide tendencies of network governance in sport clusters. However, more cases and different cases need to be studied to validate these tendencies and to develop a generic model of cluster typologies and life cycle stages linked to governance models. Knowledge on governance models' dependence on network structure would allow cluster managers and cluster organisations to better exploit the potential that provide network forms of organisations such as clusters.

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The Global Governance of Anti-Doping: A View from Two Whistleblowers

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Aim and Background
The Russian Doping Scandal has received considerable public attention ever since the Sundance showing and subsequent Netflix broadcast of *Icarus* in August, 2017. Less prominently, investigative journalists such as Nick Harris and Hajo Seppelt had reported on systemic doping in Russia in July 2013 and December 2014, respectively.
The Russian case is both remarkable and shocking—remarkable in the degree to which doping was an embedded and state sanctioned practice to support the enhancement of athletic performance, and shocking in the initial unwillingness or inability of anti-doping agencies to properly investigate the case. More recently, the WADA commissioned independent examinations (the Independent Commission Report and the Independent Person Report); the IOC set up and concluded disciplinary commissions (The Schimd and Oswald Commissions), ultimately barring the Russian team from the 2018 Winter Olympic Games; and, on February 1, 2018, the Court of Arbitration for Sport (CAS) upheld the appeals of twenty-eight Russian athletes. Despite this latter action, the insights concerning the mis-steps and governance failure of WADA are other structures involved in global anti-doping governance appear to have been buried or 'painted over' by recent developments and an overarching concern for impression management and the desire to somehow preserve the much-maligned notion of Olympism (Sugden & Tomlinson, 2012 and many others) and the integrity of the Olympic sport system.

Research Design
At the centre of this case are a small number of whistle-blowers that have shared stories, recorded evidence and made available data that have revealed the true scale and scope of the Russian doping program. Two such whistle-blowers are former Russian 800m runner, Yulia Stepanova and her husband, Vitaly Stepanov. More specifically, it seeks to utilise ethnographic and auto-ethnographic techniques to uncover the realities of the whistle-blower experience.

Theoretical Background
The study is framed by two theoretical concepts. First, principal–agent theory (Mitnick, 1986) and specifically the principal-agent problem whereby the agents (in this case WADA, the IOC and the IAAF) are motivated to act in their own best interests – contrary to those of the principal (in this case the athlete or the athlete representative). There is oftentimes asymmetrical information whereby the agent has more information and is better connected to share the information (than the principal might be) and as a result the principal cannot always ensure that the agent is acting in their (or other agents) best interests. Such situations commonly referred to as moral hazards are frequently associated with cases whereby the information or activities of the principal maybe costly to the agent or where aspects of what the agent does or does not do are difficult for the principal to observe. The second concept relates to organizational impression management. This theory, adapted from the Goffman's micro-level and applied to organizations, is concerned with how people attempt to manage or control the perceptions that others form of them (Goffman, 1959). The purpose of organizational impression management is to steer others' opinions and perceptions by the use of controlling information (Bozeman & Kacmar, 1997). Following this, Mohamed, Gardner &

Paolillo (1999) developed a taxonomy of organizational behaviours to support future research. The four types underline direct, indirect, assertive and defensive behaviour (ibid, 1999). Organizations use a variety of direct tactics to present information about their own traits, abilities and achievements. Indirect tactics are utilised to enhance or protect the organizational reputation by managing information about the people and things with which the organization is associated. In contrast, assertive tactics are employed where organizations see opportunities to boost their image and defensive tactics are used to minimise or repair damage to image or reputation.

Methods

Methodologically, the paper employs a constructivist frame and utilises ethnographic and auto-ethnographic techniques to uncover the realities of the whistle-blower experience (Bryman, 2008). Harris will present the literature, methods and discuss the implications of the research. Yuliya Stepanova and Vitaly Stepanov will present on their experiences and insights via video link.

Implications

We aim to deliver a paper that will provide an interesting, first-hand insight into the Russian doping scandal, how the scandal was addressed by WADA, the support offered to whistle-blowers, and the implications for the future governance of both anti-doping and the Olympic sport system.

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The Governing of Governance: Metagovernance and the Creation of New Organisational Forms within Canadian Sport

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Background

The Canadian sport landscape has been characterised by significant change in recent years, yet there has been scant research examining the nature of these changes. In parallel to these developments, there has been a growing interest in the creation of new organisational forms in response to increasing political and environmental change (Misener & Misener, 2017) and the role of non-traditional actors in delivering sport and leisure services. The broader outcome of the above has been an increasing recognition and need for sport management scholars to keep pace with these developments by drawing upon new theoretical approaches in which to help theorise and understand these new organisational and systemic responses to environmental change.

Objectives

The purpose of this study is to theorise recent developments within Canadian sport as a form of metagovernance (i.e. the governing of governance) by drawing upon two empirical case studies of newly created organisational forms within the Canadian sporting context. More specifically, we focus on the inter-organisational dynamics between state agencies (Sport Canada) and quasi-autonomous organisational entities (Own the Podium and Sport for Life) to examine the nature of these new governance arrangements and whether their creation has extended governmental control over Canadian sport. In theorising recent developments within Canadian sport as evidence of metagovernance, we explore further the implications of the proliferation of these new organisational forms for Canadian sport landscape in general and for sport practitioners specifically.

Theoretical Background

This study is primarily informed by governance theory and builds upon discussions surrounding the 'governance narrative' (Grix, 2010) that most closely aligns with public administration and political science understandings of governance (Bevir & Rhodes, 2010). In particular, we draw upon the notion of metagovernance as an alternative conception of governance which "refers to the role of the state in securing co-ordination in governance and its use of negotiation, diplomacy, and more informal modes of steering" (Marsh, 2011, p. 35). It is for this reason that it is often described as 'the governance of governance' in that the state (or any powerful actor) can adopt a more strategic role in coordinating actors within networks in order to achieve its objectives.

Methodology

To support our contentions, we draw upon empirical data collected as part of two previous studies (Dowling & Smith, 2016; Dowling & Washington, 2017), which examined the changing role, and influence of these new organisations in Canadian sport. These data included semi-structured interviews with Sport Canada officials (n=5) and members of the Sport for Life leadership team (n=17) and organisational and policy documentation (n=27) relating to the creation and development of Own the Podium.

Results

The analysis highlights the similar trajectories of the two case-study organisations and reveals similar underlying patterns of control by Sport Canada in that both newly created entities have been used to strengthen the governmental agencies' capacity and reach over the sport sector. More specifically, we focus on how these organisations have influenced Sport Canada's ability to govern as they help reveal the inherent nature of these new governing arrangements and the underlying mechanisms through which Sport Canada has utilised these organisations in order to achieve its own objectives.

Conclusion and Discussion

We argue, therefore, that while new organisational forms have undoubtedly been beneficial to developing sport within Canada, it is important to recognise how these resource dependent organisations are being utilised and leveraged by government, often through negotiation, diplomacy and other informal modes of steering in order to achieve its own objectives. The proliferation of sport organisations across Canada and many other countries in recent years should not necessarily be viewed as the devolvement of power to sport organisations, but rather an attempt by government to re-order governing arrangements in order to respond to the growing complexities of increasingly pluralistic networks. We consider the implications of findings for sport organisations and practitioners

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‘Controlling the Male Ego’ and Other Discursive Practices in the Gendering of Sport Governance

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Aim and Research Question
The aim of this study was to explore how board members of a sport federation construct the role gender plays in their meetings. The research question driving this investigation was: How do board members of a sport federation describe gender dynamics that are part of their meeting culture and how do these dynamics inform the inclusion or exclusion of women?

Theoretical Background and Literature Review
Thirty years ago Messner (1988) characterised sport as a white male dominated occupation, numerically and ideologically. Despite sustained calls for more women to become engaged in leadership roles, sport governance remains a male dominated practice. Research into the marginalisation of women in sport leadership has primarily used a binary categorical approach to gender. Such approaches often position inequality as a women’s issue and fail to challenge the prevalence of men and existing structures as the norm. Furthermore the majority of this research has focused on women in leadership positions in sport administration and management (see Burton, 2015 for a summary) with little critical research on gender and sport governance. Knoppers and Anthonissen (2008) suggest that the lack of women in leadership roles may in part be attributed to dominant discursive practices, specifically the ways discourses about sport and gender intersect to maintain male numerical dominance. Indeed, research shows that meritocratic discourse dominates in many organisations (Adriannse, 2016; Knoppers, Claringbould & Dortants, 2015). Thirty years on from Messner’s depiction of sport, I examine the gender ideologies of those involved in sport leadership to gain insight into how power and privilege manifest themselves in sport governance.

Research design and Data Analysis
Eight women and nine men who were board members of an international federation and seven associated national federations of a sport that had a stated commitment to gender equality were interviewed about ways they thought about and acted on gender equality in sport governance. The semi-structured interviews lasted an average of 45 minutes. Interviewees were asked general questions about their career histories, their role and responsibilities as a board member and their relationship with other board members. More specifically, interviewees were asked to describe their experience of board meetings. All interviews were conducted in English, recorded and transcribed verbatim. All data were analysed with the use of a discourse analytic method. Close reading of the transcripts allowed related discursive themes to emerge that appeared repeatedly in the ways in which these board members talked about their experiences in meetings. Through the continuous cycle of data reduction and verification two dominant discursive themes emerged: meritocracy and essentialism.

Results and Discussion
Although respondents said they valued social difference, they tempered their comments when it came to practice, drawing on discourses of meritocracy and essentialism. They used meritocratic discourses to describe board members as individuals with specific skills who are selected in an unbiased way based on ability regardless of gender. They drew on essentialist

discourses to position women as offering other viewpoints because they assumed men and women to be 'naturally' different. These differences between women and men were often framed as complementary so that women were positioned as being ideal agents for changing specific board behaviour. Their use of meritocratic discourses suggests the respondents value homogeneity and sameness more than they do difference. Their reliance on essentialist discourses fixes characteristics of women and men, constructing men as naturally competitive and women as peace makers who are responsible for curbing undesired male behaviour in meetings. Despite being associated with a sport organisation which is actively working towards gender equality '(un)doing gender', board members involved in this study were 'doing gender' (West & Zimmerman, 1987). These discursive practices seem to fix the characteristics of a group constricting the space for individual difference and reaffirm the male hierarchy, privilege and power associated with sport. Indeed, the regimes of truth presented as the findings of this study, construct gender stereotypes that limit the contribution and experience of male and female board members, preventing the transformation of culture to one that emphasizes gender equity.

Conclusion and Implications

I reflect on the consequences of these ideologies for practices and policies that attempt to equalize the gender ratio in sport governance. I propose that the topic of gender and sport governance may require a different theoretical lens, one that goes beyond a focus of binary categories and numeric accounts of inclusion or exclusion. Adding women to a male system does not (un)do gender. Instead we need to develop strategies that enable us to (re)do gender. Instead of looking at gender *in* sport governance we need to examine the gendering *of* sport governance. Gender and sport governance may be a complex assemblage of structures, rules, power relations and practices. We need to therefore explore how gender is embedded in the artefacts and actions associated with governance.

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Assessing Olympic Legacy Claims: Evaluating Explanations of Causal Mechanisms and Policy Outcomes

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Aim
The aim of this paper is to unpack the logic of stakeholders in a critical evaluation of two London 2012 legacy programmes (i.e. Sport Maker and CompeteFor), critically reviewing the outcomes sought, and the actions adopted to achieve those outcomes.

Research Background
Olympic impact/legacy analysis as a research area has become a frequently discussed topic in the sociology of sport literature in general and in event management in particular since the 2000s.

Although there are widespread claims in terms of legacy benefits derived from the staging of the Olympic Games, there has been little attempt to identify in detail, and to evaluate, the explanations of generative causes of outcomes. For example, claims that the inspirational effect of staging and witnessing the Games will result in increased participation in sport among the wider population have generally failed to articulate and test causal explanations of the process of achieving desired outcomes. Similarly claims about the economic impacts (positive or negative) of the Games have tended to rely on statistical association of input and output measures rather than on identifying and testing causal accounts. Thus, the two cases we have selected for evaluation relate to using the occasion of staging the 2012 Olympics to generate positive outcomes in relation to sport volunteering, and to generating competitiveness in regional organisations bidding for London 2012 contracts.

Research Method
The methodology adopted in the investigation of each of these case study programmes involved an initial review of policy and promotional literature, and interviews with key stakeholders. Specifically, as for the Sport Makers programme, data were drawn from participant questionnaire surveys (n =94, with a 95% confidence level, the confidence interval is a maximum ±9.2%), semi-structured interviews with two key delivery partners (i.e. the sub-regional Sport Makers programme leader, a sub-regional key stakeholder who supported promotion of the programme), and a review of internal policy and external marketing materials (including include key strategic documents at national and regional-levels; marketing and promotion materials, internal reports, and programme leader updates). Regarding the CompeteFor programme, the data sources included three semi-structured interviews with three key stakeholders of the CompeteFor programme (including two Business Leader from the Regional Development Agency, and a sub-regional key stakeholder who supported promotion of the programme). In addition, the regional statistical data collected by the Regional Development Agency was shared by Inspire Leicestershire (including Key Performance Indicators, e.g. number of contract wins and businesses registered and published); the key policy documents included, for example, a London 2012 consultation report for the East Midlands (titled, *Towards 2012*), and Leicestershire strategy for the 2012 Games.

Results and Findings

Through developing logic models for both Olympic legacy programmes, the logic of actions and outcomes, and stakeholders' assumptions about the theory of change and theory of action underpinning the programme were outlined in an explicit manner. In addition, the four tests of process tracing were used, where possible, to identify the necessity and sufficiency of the conditions for achieving indented programme outcomes. Evidence collected from both semi-structured interviews and document analysis suggest that the CompeteFor programme did not work effectively in achieving the outcomes sought. As for the Sport Makers programme, analysis from quantitative and qualitative data revealed that there was weak positive support for claims about the impact of staging the Games on motivation to engage with volunteering; the evidence in relation to the effectiveness and sustainability of activities was such that support for the achievement of longer term outcomes was not apparent.

Conclusion

Through the evaluation of the evaluations of the two programmes, this paper sought to unpack the complexity of the two cases – the logics used by the key stakeholders in seeking to achieve intended legacy outcomes via implementing 'integrated' programmes; through which we revealed that, the difficulty of assessing Olympic legacy claims lay in the failure of those stakeholders to build clear causal chains of Olympic-legacy in the first place, which results in subsequent legacy assessment falls apart, because of the inconsistence between the key stakeholders' view of underlying legacy assumptions and their actions taken to facilitate progress towards achieving intended legacy outcomes.

We therefore argue that transparency regarding evidentiary claims and inferences is critical to assessing Olympic legacy-claims because it can foster open communications between legacy-promise makers, legacy-programme operators, and legacy evaluators; in turn, this process makes sure that there is a consistency in the assumptions made and actions taken. It further reflected the usefulness of adopting process tracing as a strategy for outlining the process of Olympic legacy development, in terms of legacy assumption-making, resource-allocation, action taking and outcome evaluation at the case level.

Elite Athletes' Attitudes Towards Drop Out

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Aim of the Research

Athletic proficiency contributes to overall national elite sporting success. Athletic proficiency is the result of high levels of training and environmental factors. The number of 'talent years' plays a crucial role in the process of athletic development and athletic proficiency. Talent years relate to an elite athlete's involvement in elite sports. Thus, one talent year equals one year of an elite athlete's life invested into high performance sports. Thus, talent years and environmental factors such as financial support, governance, training facilities, or coach development (de Bosscher, Shibli, Westerbeek, & van Bottenburg, 2015) are crucial for the success of elite sports. The number of talent years is determined by 1) the decision of elite athletes not to pursue high performance sports, 2) the decision of elite athletes to drop out despite high levels of athletic proficiency, and 3) demographic change. From a policy perspective, it is crucial to utilize the available years of athletic proficiency best. Therefore this research aims to identify what influences athletes to think about dropping out and which determinants foster this attitude.

Theoretical Background and Literature Review

The model of sociological explanation (Esser, 1993) serves as theoretical underpinning of this research. The model's starting point is an individual's selection (i.e. thinking about to drop out or not to drop out). This is framed by the social situation (*logic of the situation*; Esser, 1999). The selection is influenced by social norms and an individual's values. This *logic of selection* includes six steps: alternatives, consequences, subjective assessment, assessment expectations, comparative evaluation of alternatives, and selection (Esser, 1999). Since several persons (i.e. athletes) can share the same social situation and create the same ranking of alternatives, a collective attitude can emerge (*logic of aggregation*; Esser, 1999).

Previous findings suggest that elite athletes drop out for reasons related to injuries (Maffulli, Longo, Gougoulias, Loppini, & Denaro, 2010) job, health, or relationships (Stambulova, Stephan, & Jäphag, 2007). Among adolescents, females and those whose sporting career was shorter were more likely to drop out compared to non-drop-outs (Baron-Thiene & Alfermann, 2015).

Research Design and Data Analysis

Data were collected from elite athletes using an online survey in 2013 (n=2,612), in 2014 (n=2,700), and 2015 (n=2,676). Thus, a repeated cross-sectional study has been conducted. The data were made available by the German Sport Aid Foundation and represents the total population for each year. Data were analysed using logit models. For the purpose of the analysis, the data of all three years were merged and the survey's year served as control variable.

Results and Discussion

Mean age in the sample ranged from 22 years (2014 and 2015) to 23 years (2013). There were slightly more male than female elite athletes (2013: 56.6%; 2014: 54.1%; 2015: 54.4%). The elite athletes invested approximately 32 (2014 & 2015) to 33 hours (2013) into high performance sports. Almost half of all elite athletes had considered at one point in their career

to drop out (2013: 45.5%; 2014: 47.8%; 2015: 48.7%). Reasons why an early drop-out had been considered were related to a professional job (2013: 20.3%; 2014: 19.5%; 2015: 18.7%), the lack of financial means (2013: 18.5%; 2014: 16.4%; 2015: 15.8%), or family (2013: 13.5%; 2014: 11.1%; 2015: 10.5). The results correspond to previous research (Stambulova et al., 2007). The variable 'having thought about dropping out' served as dependent variable in the regression analysis. The model significantly predicted the attitudes towards dropping out (χ^2=598.53; p≤.001). The model had a Pseudo R^2 of 10.6%. Several variables influenced this attitude positively such as the hours of training (β=.006), age (β=.051), being a student (β=.220), and fear of what comes after high performance sport (β=.165). A significant negative association was linked to dissatisfaction with leisure time (β=-.081), family (β=-.032), or being female (β=.140). If athletes felt valued by society (β=-.185) and felt that being an athlete was a vocation (β=-.275) they thought significantly less about dropping out. The negative effect for females has also been found in previous research (Baron-Thiene & Alfermann, 2015). Similar to other studies, the lack of time for social relationships (Stambulova et al., 2007) served in our study as constraint.

Conclusion and Implications

The results suggested that a positive attitude in society towards elite sports can foster talent years as athletes think less about dropping out. In contrast, a lack of finances and being a student influences to consider dropping out. Thus, policy makers should invest in promoting a positive image about elite athletes and indicate the importance of appreciating their performance. In addition, more investments are needed. These investments should improve the financial situation of athletes and facilitate better pathways for a dual career. An emphasis should be placed on pathways for a dual career which seem still not attractive enough to reduce drop-outs.

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A Multi-Level Legitimacy Analysis of the World Anti-Doping Agency

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Aim

The effectiveness of the World Anti-Doping Agency (WADA) as an international non-governmental organisation purposed to create and regulate anti-doping policy has been challenged by continued doping scandals in sport. Based on WADA's response to the exposure of state sponsored doping in Russia, the purpose of this paper is to use multi-level legitimacy theory to understand reactive policy making in anti-doping.

Theoretical Background and Literature Review

Multi-level legitimacy theory (Bitektine & Haack, 2015) suggests that organisations conform to institutional pressures not necessarily because they agree with them, but because they can either profit from conforming or avoid reputational damage from challenging the dominant consensus. The result is that organisations true beliefs about the legitimacy of an institution may be suppressed until an event occurs which presents an opportunity to express views that challenge the status quo. Research suggests that anti-doping policy creation has been reactively prioritised after key events (Brissonneau & Ohl, 2010; Ritchie & Jackson, 2014). It is recognised that in the creation of WADA as an institution, the International Olympic Committee (IOC) lost their monopoly over anti-doping policy in sport due to government intervention after the Festina scandal (Hanstad, Smith & Waddington, 2008). It is argued that following the creation of WADA, organisations conformed to avoid reputational damage because failure to do so would signify to stakeholders that they were not concerned about doping in sport. However, certain events (e.g., scandals) present the opportunity to promote beliefs counter to the dominant consensus. Hence, following doping scandals, suppressed negative opinions may be expressed and WADA's legitimacy can be challenged. Therefore, policy development may be prioritised by reacting to scandals to manage legitimacy rather than necessarily making proactive athlete-centred decisions.

Research Design and Data Analysis

This research adopted a qualitative case study research design. Thematic analysis was implemented appropriate to the mixed inductive and deductive coding framework used. The deductive codes were derived from performance, value and meaning legitimacy challenges (Deephouse et al., 2017) and Oliver's (1991) typology of strategic responses to institutional processes (acquiesce, compromise, avoid, defy, manipulate). Deductive coding was then used to develop the results. Analysis was based on archival data accessed online from newspaper articles, press releases, WADA meeting minutes and annual reports, and the World Anti-Doping Code (WADC). These sources provided quotes and contextual information about how the legitimacy of WADA was perceived and debated. Additionally, meeting minutes, annual reports and the WADC provided data on strategic responses to institutional processes.

Results and Discussion

The results suggested that WADA is dependent upon two distinct audiences for legitimacy. The first consists of national anti-doping agencies, government representatives, and athletes. This group shares a belief that WADA should have greater capabilities to tackle doping and should be further separated from intrusion by sport organisations. The second group consists

of the IOC, national Olympic committees and International Federations. This group is characterised by a belief that WADA is a regulatory body and its functions should be limited to this capacity. Following the Russian doping scandal, it appears that anti-doping policy changes have reactively prioritised the need to satisfy the legitimacy challenges posed by these group. For example, the creation of a whistle-blower policy only became important after receiving criticism. Further, it appears that greater weight is given to challenges from the second group. This makes sense as the IOC is the major funder of WADA and manging their expectations would be prioritised.

Anti-doping appears to be characterised by suppressed beliefs about anti-doping policy. For example, following the first McLaren report, the IOC members demonstrated a belief that WADA is redundant. Anti-doping policy may, in part, be determined by appearing to be effective rather than making athlete-centred choices. This would explain why other equally valid issues such as doping in amateur sport receive less attention. Based on these findings, it is argued that the WADA's current structure is compromised, and it would benefit from greater autonomy. This could be achieved through long-term financial commitments, changes in governance regulations, and transparency. It is acknowledged that the study was limited to the use of archival data, future research into reactive anti-doping policy should include other sources of data (e.g., interviews).

Conclusion and Implications

The legitimacy of WADA is precarious due to the conflicting behavioural expectations it must satisfy. As such, anti-doping policy may by partially determined by the need to appear legitimate, developing previous conclusions that anti-doping policy making is reactive. This finding has wider implications for policy making and governance in sport and supports the utility of multi-level legitimacy theory in sport management research.

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Barriers to Implementing a Sport Policy Framework: An Evaluation of Sri Lankan National Sport Policy

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Aim

In 2012, the national sports policy paper was presented to the Sri Lankan parliament to mitigate mismanagement in sports and direct the sports sector to long term progress. However, the Sri Lankan policy framework has not been evaluated. The purpose of the research was to evaluate and identify the mitigating factors of achieving targets of the strategic goals in the Sri Lankan sport policy framework. The advocacy coalition framework (Sabatier, 1999) and quantitative approach were used to analyses and investigate the sport policy framework. Goals of the national policy framework have been taken as deep core beliefs and the government's normative commitments were taken as the policy core (Houlihan, 2005). Resource allocation, political involvement and organisations structural issues have been identified as secondary policy core beliefs.

Method

A questionnaire (N=120) was utilised to gather the data from public regardless of their involvement in sport to evaluate the level of achievement of the strategic goals. Then interviews (N=05) were conducted selecting administrative persons of the policy delivery organisations during in August 2016 to identify the barriers of achieving targets of the strategic goals. The questionnaire consisted of three parts; the first part covered the bio data of the participants; the second part was consisted with evaluation questions of the present situation of the strategic goals and in the third part questions identified people's suggestions for achieving strategic goals efficiently. The second part of the questionnaire consisted of 32 items which were divided into eight major parts of the national policy themes. These questions were in five scale Likert Scale rating. Respondents were requested to evaluate and rate the questions in which their opinion may be favourable and unfavourable. If there is a problem with achieving the strategic goals of the national policy framework, possible solutions were identified by final stage questions. The questionnaire was analysed using simple descriptive statistical tools in SPSS. The interviews were transcribed and made into coding sheet. The coding was done manually with a base of pre-determined board categories before identifying new concepts and codes within the pre-determined codes.

Results and Discussion

In findings, although, the Ministry of Sport has invested a considerable amount of money on development of sports, the goals (deep core beliefs) of the policy framework have not yet been achieved. In particular, the present neo-liberal government involvement has been questioned by several policy delivery organisations. The goal of 'providing sport education knowledge to everyone' is the most successfully achieved goal of the policy framework. The Department of Sport Development (DSD) and National Institute of Sport Science (NISS) have introduced several educational, infrastructure development and career development programs to fulfil the goals of the national policy framework. The role of NISS and government universities have helped to achieve the target of 'providing knowledge to everyone'.
The attitude of the of the policy delivery individuals and the attitude of the target groups are main barriers for the implementation and achievement of the targets. The research suggested

that the research findings of Green's (2006) negative attitudes of policy delivery individuals and targets groups will negatively affect policy outcomes. Due to negative attitudes, coaches' and athletes' participation in sport education programmes have declined. Further, children's participation in sport considerably low level due to parents' and teachers' attitudes towards sport.

Conclusion and Implications

Lack of resources is another barrier to the implementation of the national sport policy framework around the country. There are no sport development officers in some divisional secretariat areas. Most of the divisional secretaries have not received sufficient monetary support to develop sports and to identify talented athletes. On the other hand, most of the resources are centralised into urban area. Policy delivery organisations such as the NISS and the DSD do not have sufficient staff to deliver the policy. Most of the people in the National Sport Federations do not have appropriate managerial knowledge to deliver the national policy.

The research suggested a central sport authority including all the independent institutions such as the NISS and the Institute of Sport Medicine. Weak interconnections between the Ministry of Sport and the Ministry of Education has negatively affected the policy delivery process. A pyramid-style organisational structure (Houlihan & Green, 2007) would help to implement a sport policy framework effectively. The government should provide more resources for policy delivery organisations and try to develop a program to change the attitude of the target groups in the policy delivery institutions. Furthermore, there should be a cooperation between Ministry of Sport and Ministry of Education at the policy process. Finally, this research will construct a dialectical sport policy discourse in Sri Lanka and more generally the research will contribute to understand the constraints of sport policy implementation.

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A Longitudinal and Comparative Analysis of Competitive Balance in Five European Football Leagues

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Aim
This paper aims to provide empirical evidence on competitive balance in the 'big five' European football leagues; namely the English Premier League, French Ligue 1, German Bundesliga, Italian Serie A and Spanish La Liga.

Theoretical Background and Literature Review
The notion of teamwork, and the managing of teams, is a particular challenge in many fields (Carlstrom (2012) cites pubic organisations as one example). Our paper uses the theory of teamwork (and performance management of teams) in the context of professional team sport (notably, football) to frame our discussion surrounding competitive balance. In respect of competitive balance there are two distinct strands of academic literature as outlined by Fort and Maxcy (2003): (1) analysis of competitive balance (ACB) literature, which focuses on what has happened to competitive balance over time or as a result of changes in the business practices of sports leagues; and, (2) literature on competitive balance that analyses its effect on fans, i.e. which tests the longstanding uncertainty of outcome hypothesis (UOH). It is the first of these approaches (i.e. ACB) that this research is concerned with. Within European football, past evidence on competitive balance (from an ACB perspective), presents an inconclusive picture (e.g. Ramchandani, 2012).

Methodology
Our paper utilises recognised measures of competitive balance (e.g. Mitchie & Oughton, 2004) Herfindahl Index of Competitive Balance (HICB)) to measure levels of concentration (within-season competitive balance) and dominance (between-season competitive balance) in the selected leagues over 22 seasons between 1995/96 and 2016/17. The research also examined specific aspects of competitive balance that are likely to be of interest to both fans and league authorities: competition for the title and competition for survival. Pearson's correlation coefficient (r) was used to examine the pattern of overall competitive balance (HICB), competitiveness for the title and survival within each league over time. A one-way ANOVA was conducted to establish whether differences between leagues were statistically significant. Post hoc tests were also undertaken for statistically significant differences.

Results and Discussion
Our analysis points to a statistically significant decline in competitive balance in all leagues apart from Italy and this decline is strongest in the case of Spain. There does not appear to be any discernible trend when considering competition for survival over time within the five leagues. However, in the case of France, Germany and Spain, there has been a moderate, statistically significant, decline in terms of competition for the title. The evident decline in overall league competitive balance over time particularly in the case of La Liga is in conflict with the fundamental premise of a sport league in terms of the 'joint' nature of production and the requirement for competition within leagues. When comparing competitive balance between leagues some statistically significant differences emerged. Specifically, we found that competitive balance in the top tier of French football has been generally better than the corresponding divisions in England and Italy. Ligue 1 was also found to be more balanced

relative to Serie A when considering the level of competition for survival. Furthermore, Ligue 1 tends to be dominated by more teams in comparison with all the other leagues examined.

Conclusion and Implications

The UEFA president himself, Aleksander Ceferin, stressed recently that "the biggest challenge [to develop football in Europe] over the next few years will be competitive balance" (Inside World Football, 2017). The findings of our study provide new insights on this topic and emphasise the challenge facing UEFA in respect of competitive balance in the five dominant European football leagues. Given the perceived importance of competitive balance, there are three main recommendations for league authorities to consider. First, league organisers should revisit the respective broadcasting distribution systems with a view to making them more equal and in line with the revenue sharing agreements present in US professional sports. Second, an alteration of the regulations on transfer fees, player wages and/or the number and value of commercial deals that an individual club can sign. Third, a cap on ticket prices at a certain level or the introduction of a flat fee across the board with a view to closing the revenue gap between clubs. Whilst these suggestions are controversial, they are not outside the scope of possibility. However, the practical problem with these recommendations is that given the industry context league organisers may not even think that they have a problem to solve. Despite the statistical evidence suggesting a moderate decline in competitive balance over time, the actual leagues themselves - and the majority of their member clubs - are posting their highest revenue figures of all time, driven primarily by the increases in broadcasting deals in recent years. Notwithstanding this point, the findings here are important at governance level given UEFA's directive that competitive balance is a key challenge for the industry moving forward.

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The Effect of Contextual Factors on an Elite Sporting System

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Aim
The aim of this study will be to explore and compare contextual factors regarding the possible influences these factors could have on an elite sporting system between specific European developed countries and a developing country namely, South Africa. The research question guiding this aim is: What does the elite sporting environment of a developing country look like when compared to specific developed nations?

Theoretical Background and Literature Review
Elite sport policies in most countries with success in Olympic sports have shifted towards becoming more systematic and scientific in their approach (Bergsgard et al., 2007; De Bosscher et al., 2015). This shift has encouraged an institutionalist design regarding the organization of elite sport in its entirety. In recent years, there has been a growing interest from both researchers and policy makers alike, in determining international sporting success due to this evident change in elite sport organisation worldwide (Andersen et al., 2015; Bergsgard et al., 2007; De Bosscher et al., 2015). However, researchers have specified that elite sport operates in an open system, herewith asserting that an elite sport structure is significantly influenced by social, cultural and economic conditions of a country (Chelladurai, 2009). Furthermore, these aforementioned aspects may be perceived as confounding factors, disjointedly influencing each nation's chances at achieving international sporting accomplishments (Digel et al., 2006). In the literature, an elite sport system is often a description of established practices with little regard for its operations, relationships and context within its specific environment. A wide variety of studies on developed countries has been investigated, wherein numerous aspects regarding what is required to be successful on international platforms has been identified (De Bosscher et al., 2015). Acknowledged as one of the gaps in current literature in elite sport policies, is that the specific context of a country needs to examined, and in particularly comparisons with developing countries. On an international level, countries compete against one another on an equal footing, irrespective of the exposure to their specific contextual backgrounds. Developing countries are handicapped at the onset of international competitions by their environment, which includes the exposure to the environmental factors. With the exception of isolated instances where information about sport in developing countries is discussed there is a lack of empirical studies examining elite sport policies and systems of countries with Developing Sport Systems (DSS) (Houlihan & Green, 2007). Financial aid in isolation has historically proven to be far from a panacea to the world's ills, let alone the success of elite sport. A truer reflection can only be attained if one were to consider critically the influence that environmental factors impose on developing nations and how they further impact elite sport policy implementation and furthermore, sporting success.

Research Design and Data Analysis

To explore the phenomena presented a qualitative approach was executed by means of a phenomenology design to collect the data. A purposive sampling method was used including sport management academics with a socio-economic-political background, and HP sport managers (n=11). In phase one, a literature analysis was implemented and highlighted the following contextual factors of enquiry, which will be examined in phase two qualitatively, namely: Culture, history, politics, social issues, socio economic problems, social inequality and education systems. The interviews took place face to face both locally and internationally, or by means of skype. A Dictaphone (Phillips, DVT2510) and recording device on a MacBook was simultaneously used to ensure that the data captured was clear and comprehensible. An interview protocol was followed with the use of a semi-structured format in order to explore the area of examination. During all interviews memos were recorded which will form part of the analysis. Codes will be demarcated and derived from the data to identify and elaborate on the themes identified in the literature analysis, and any new themes that might have emerged. This thematic analysis will be executed in order to structure the various findings by using a coding system with the Nvivo.11 qualitative software.

Discussion and Implications

This study intends to address all the aforementioned factors in order to identify how these aspects may or may not influence an elite sporting system. Results from the study should provide critical information as to how these factors may shape sport policy and the implementation process in a DSS, as well as advise Global sporting organisations on the enormous variances which co exists between countries prior to participating at mega events which future studies may further build on (Digel et al., 2006). In conclusion, the data attained from this study will work towards nationally contributing to the review of the sport policies of SA in 2019 to inform policy makers on the environment of elite sport in the country. On an international scale the study plans to build on previous research by providing exploratory findings to the Global-sporting world on the vast contextual differences which exist between developed and developing countries and the unique challenge this presents.

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Steering Performance of International Sport Federations

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Aim
Unlike national sports organizations, the governance and management of international sports federations (ISFs), despite the public attention they attract, are still paradoxically little studied in the literature. The few existing studies have, in fact, focused on the governance of international sports organizations (Arcioni & Bayle, 2012; Chappelet & Mrkonjic, 2013; Forster, 2006; Mittag & Putzmann, 2009, Pieth, 2014, Geeraert, 2015; ASOIF, 2016), their involvement in scandals of corruption (Bayle & Rayner, 2016; Chappelet, 2015, Kihl et al.; Mason et al, 2006; Transparency International, 2011 & 2015), accountability issues (Chappelet, 2009 & 2015; Pielke, 2013) or even control by the public authorities (Geeraert, 2015) to deal with it, as well as social responsibility (Bayle, 2015). In response to this research gap, this study aims to analyse how ISFs are steered (i.e. management), what kind of organizational performance they obtained and the relationship between governance, management and performance obtained.

Theoretical Background and Literature Review
Various work on performance monitoring has been conducted on national sport organizations, highlighting characteristics such as measurement of organizational performance (Winand et al., 2013) strategic and / or organizational capacity - (Misener & Doherty, 2009; Robinson & Minikin, 2011) and key success factors (Bayle & Robinson, 2007; Scelles et al 2011). Even if these approaches make it possible to understand the potential and the conditions of success in the steering of sports organizations' performance, they have never been applied to ISFs. In addition, these works are often normative and fail to take into account the reality of ISFs' very "political" functioning and the games of internal and external actors, though these have a strong impact on their performance management.

Research Design and Data Analysis
This study of the management of the performance of ISFs, via longitudinal case studies, is carried out with regard to the six key factors of success (governance framework, quality of the federal network, the place of the ISF in its economic sector, the management delegated to "professionals", partnerships and services to members, organizational culture) and four failure factors (information systems deficiency, complexity of incentive mechanisms, lack of effective control of particularly elected actors and political sclerosis) updated by Bayle & Robinson (2007) for national federations, which take into account the political functioning of the headquarters as well as the federal system. The framework is inspired by configurational theory and seeks to understand how specific characteristics of an organization (strategy, management, structures, culture…) interact with each other under varying environmental influences and constraints.

The communication proposes first to define the performance of ISFs and to measure it for eighteen Olympic summer FSIs from which we arrived to collect the data based on three specific types of organizational performance: economic and financial performance, sports development and media. Societal performance (Bayle, 2014) is also mentioned but not measured due to lack of available data. These four areas of performance may have different

weight depending on the project of the federation. From this first overview, four cases of ISFs have been selected regarding their different size, level of professionalisation and differences regarding global performance profiles: FIFA (2000-2016), the International Federation of Field Hockey (FIH-2010-2016), the International Rowing Federation (FISA-2008-2016) - and finally the International Cycling Union (UCI - 1991-2016). Study periods correspond to major changes (i.e., new president, increased Olympic endowment, development of a new economic model, etc.) that have led to one or more new performance management policies. The study focuses on the international headquarters but tries to take into account relations with the federal network (continental confederations and national federations). The communication presents the application of the framework to the four selected ISFs and proposes to highlight the peculiarities specific to ISFs. The data have been collected through interviews and managerial documents from the FSIs (strategic plan, reports…) in relation with the key factors of success and four failure factors identified by Bayle and Robinson (2007) for the period of study for each of the 4 FSIs.

Results and Discussion

The results obtained for the six key factors of success and four failure factors are presented and discussed. We notably found and illustrate four types of organizational governance, three models of networks regarding confederations, four economic models around the event strategy and different stages of organizational professionalisation with various consequences. We then discuss the balance between professionalisation / performance / political games as well as the ability of ISFs to adapt to societal changes and changes in the consumption of sport (in particular with regard to the IOC criteria). Depending on size, life cycle and circumstances, ISFs do not need the same style of leadership and governance.

Conclusion and Implications

In conclusion, theoretical and managerial recommendations are outlined. We show notably the differences and the paradoxes between professionalization of the administrative structure, political games and strategic priorities.

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A Policy Analysis of Player Acquisition Rules in Major League Soccer

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Aim

This study provides a policy analysis of the player acquisition mechanisms utilized in Major League Soccer (MLS) in the United States. Specifically, this study focuses on three unique player acquisition policies that allow MLS clubs to spend beyond the league's hard salary cap to bring in more talented and marketable players. The three policy changes that are the subject of this study are the 2007 Designated Player Rule (DP Rule), the 2010 expansion of the DP Rule, and the 2015 creation of general allocation money (GAM) and targeted allocation money (TAM). The aim of this research is to estimate the on and off field impact of these three player acquisition policies. As such, three primary research questions are posed. 1) Are MLS teams using these roster policies to financially compensate to performing players in the league? 2) Has the implementation of these policies created a competitive advantage for teams with larger budgets? 3) Has the increased spending allowed for by these regulations correlated with an increase in spectator attendance?

Theoretical Background

Since the league began play in 1996, MLS has utilized numerous roster management, game play, and financial management policies to ensure a conservative, long-term plan to grow a sustainable top division of professional soccer in the U.S. As with other North American professional sports, MLS adopted a hard salary cap and centralized mechanisms within the league to allocate players to team rosters and share league revenues to the owner-operators of individual league franchises. These policies were created to ensure MLS would avoid the fate of predecessor professional soccer leagues in the U.S. that folded after spending beyond the capacity of team revenues and owner wealth. These roster rules and regulations vary widely from the mechanisms used by European football clubs and the vast majority of other major footballing nations. Recently, the study of MLS from economic and financial perspectives has gained momentum. Specifically, the DP Rule and the superstar effect have been examined from an attendance demand perspective (Jewell, 2015; Jewell & Molina, 2005; Kuethe & Motamed, 2010; Warren & Ross, 2011). Additionally, MLS policy has been analyzed from a legal perspective following the ruling in Fraser v. MLS (Atherton, 1998 and Waxman, 2001). This study seeks to utilize the theoretical perspectives of sport economics to analyze MLS roster policy. Specifically, this study's research questions are informed by the literature on pay and performance, competive balance, and attendance demand.

Research Design and Data Analysis

Consistent with the study's primary research questions, three methods of analyses were conducted on player performance, player compensation, team performance, and spectator attendance data for ten MLS seasons (2007-2017). First, to analyze the quality of MLS rosters relative to the increased spending allowed for by the DP Rule and infusion of GAM and TAM, a series of linear regression models were developed that sought to predict player compensation as a function of a variety of player performance metrics at times before and after the passage of each policy. Second, the correlations between player compensation and points in the league standings, team wins, team playoff appearances, and MLS Cup championships was assessed to determine the impact of player spending on team success in MLS. Third, to analyze the impact of the roster management policies on spectator attendance

and gate revenue, the correlation between attendance and team spending was measured at time points before and after the passage of these regulations. Player performance data, team results, spectator attendance, and player salary information were collected from the official MLS website and the official MLS Players Union website.

Results and Discussion

Results of this study indicate the DP Rule, GAM, and TAM have had a net positive effect on MLS in terms of player quality, but it is unclear if the impact on spectator attendance and thus gate revenues has justified the increased spending. First, it is clear that players who have been signed to the league as a result of the DP Rule or the use of GAM or TAM outperform other MLS players on a wide range of performance metrics. Second, while historically, greater levels of spending on team rosters has not correlated with team success, this trend is beginning to change with the recent increases in GAM and TAM available to teams. Third, greater levels of spending did not correlate with increased attendance on a year-to-year basis. This presentation will discuss in detail these three primary findings and provide recommendations as to the continued development of roster management policies and player spending in MLS.

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An Empirically Based Operational Definition of Elite Sport System: A Country-Specific Panel Data Analysis of Olympic Success

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Background
Competition in international sport is getting keener and more nations are adopting strategic approaches to improve their elite sport system for producing more world-class athletes. It is argued that approximately 50% of the medal-winning capability of countries in the summer Olympics is explained by "the big 2" (Buts, Du Bois, Heyndels, & Jegers, 2011, p. 137) —per capita GDP and population size —and the rest are the effects of the competitiveness of a nation's elite sport system (De Bosscher, Shibli, Westerbeek, & van Bottenburg, 2015). Recently, several authors have tried to structure the different building blocks of an elite sport system (e.g., De Bosscher, De Knop, van Bottenburg, & Shibli, 2006) and to quantify and evaluate the system (e.g., De Bosscher, De Knop, van Bottenburg, Shibli, & Bingham, 2009). In economics literature, for the past several years, various researchers have been working on the development of proxy variables to represent the quality of the elite sport system of each country (Funahashi & Mano, 2012). Martin, Arin, Palakshappa, and Chetty (2005) and Luiz and Fadal (2011) introduced the presence or absence of a high-performance center as a surrogate variable reflecting the public policy efforts to improve sporting success. Forrest, Sanz, and Tena (2010) utilised the amount of the government spending on the 'recreational, cultural and religious affairs' (United Nations, 2000) as a variable to replace the sports budget of each country that cannot be obtained exhaustively. In a somewhat different perspective, Hoffnamm, Ging, and Ramasamy (2004) and Matros and Namoro (2004) proposed previous hosting experience as a variable representing the maturity of sports culture and policies that will be improved by hosting the Olympics. Furthermore, the number of participating athletes was presented to be an effective explanatory variable that captured the focus on sports policy of the country (Moosa and Smith, 2004). However, we should point out that it is insufficient to regard the above-mentioned variables as accurately grasping the competitiveness of the elite sport system of each country due to its unobservability.

Panel data analysis (PDA) might allow overcoming some of this problem. In PDA, the existence of unobservable determinants that are country-specific, such as the elite sport system, can be acknowledged and taken into account in the estimation procedure (Baltagi, 2012). By including country-specific intercept terms in equation, the model can control for heterogeneity among countries—competitiveness of elite sport system —that are otherwise not accounted for by other independent variables. We therefore aim at quantification of the competitiveness of each nation's elite sport system by applying PDA techniques. In the current study, the elite sport system was operationally defined as unobservable characteristics of each country that affected medal performance.

Theoretical framework and Data Analysis
The econometric specification we use is the following:
$Y_{it} = \alpha + \beta Xit + \mu_i + \varepsilon_{it}$
where Y_{it} represents the number of medals won by nation i during the Olympics of the year t, depending on the regression being run. α is a constant term; β is a vector of parameters; X_{it} is a set of variables commonly used in the literature to control for the medal-winning capability

of the nation, namely log population size, log per capita GDP (in ppp US$), and the host country dummy during the year t; μ_i is a country-specific unobservable effect (i.e., operational definition of the elite sport development system in this study), ε_{it} is the disturbance term for country i in period t. In this model, political factors which have been identified as an important variable in previous researches (e.g., communism), is included in the country-specific fixed effects μ_i.

We obtained the medal data from ESPN.com. Population and GDP data were taken from the World Bank Open Database. The subjects of analysis were 108 nations whose socioeconomic data were available and that earned one or more medals in the past six summer games since the 1996 Atlanta (n = 648).

Results and Discussion

As previous studies, population size and host country were positive and significant determinant of success. Our fixed effects model could explain 94% of the variance in Olympic medals (Adjusted $R^2 = 0.94$). The test conducted showed that fixed-effects model provide a preferred results; each country's elite sport development system was successfully quantified (i.e., country-specific effect score). In this estimation, the United States was identified as the country with the most effective elite sport development system followed by Russia, China, Germany, Great Britain, France, Italy, South Korea, and Japan. Our analysis suggested that the quality of the elite sport system is certainly associated with the size of the country. The results indicated a reasonably good criterion-related validity since the estimated country-specific effects correlated with the results of De Bosscher et al. (2015) who computed the quality of elite sport system in 15 nations with a more comprehensive approach ($r = 0.70$).

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Sport and Social Entrepreneurship in Sweden

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Aim
In Sweden and the other Nordic countries, voluntary sport is deeply anchored in clubs and federations in a tradition emanating from popular movements, where local non-profit organizations are linked together in national sports federations. In recent decades, a number of sport policy transformation processes has challenged several basic premises of the Swedish sports model. Our interest is in examples that swim against the stream in times of social development when sports clubs in Sweden are facing huge challenges in the form of dropping out and declining activity levels in child and youth sport, as well as commercialization and professionalization tendencies and increasing social gaps.

Background and Research Design
Our way of understanding these examples is through the concept of social entrepreneurship. The aim of our research project was to develop a theoretical tool for understanding social projects involving sport activities, and then to use the tool to analyze a number of such projects. In this paper we thus present and discuss a definition of social entrepreneurship in a sport policy context, based on Swedish cases. After publishing a number of articles and an anthology, we like to discuss the definition in an international setting.

In the beginning of the 20th century the already generous economic annually support to the sports movement was accompanied by new forms of support. Even though the target of these forms has varied, these allocations were earmarked and time-limited for the explicit purpose of getting sports associations to reach new groups and develop new activities. The most far-reaching ambitions were the ‘Handshake’ and the ‘Lift for Sport’. Evaluations of the Handshake and the Lift for Sport showed that the projects, by way of routinization, professionalization and normalization, increasingly becomes a part of the ordinarily activities of the sport clubs. A large proportion of the economic means went to the clubs within large, boys-dominated team-sports, and addition to clubs in densely populated and socio-economically well of municipalities.

In our work we show how the Swedish version of social entrepreneurship within sport is both a result – and a mirror – of Swedish society and the Swedish sport movement. We provide a broad characterization of the Swedish sports model on societal and political levels: the extent of, as well as the organizing and financing of voluntary sport in the borderland between state, market and civil society. We also argue that the growth of social entrepreneurship in sport forms part of a larger transformation of the relation between sport and the state. A more precise definition is thus needed to make the concept operational. Based on the of cases that we have encountered over the last fifteen years, we have formulated theses relevant for the understanding of social entrepreneurship in a Swedish and Nordic context:

- Thesis 1: What is inherently socially good can be qualified to refer to the normative goals of democratic fostering of the sports movement, which are initially based on the UN Convention on the Rights of the Child.
- Thesis 2: Social entrepreneurship in sport uses sport as a means, not as a goal.

- ➢ Thesis 3: Social entrepreneurship in sport uses money (the profit) as a means, not as a goal.
- ➢ Thesis 4: Social entrepreneurship in sport is characterized by activities that cross boundaries between the different sectors of society.
- ➢ Thesis 5: This crossing of boundaries entails that the analysis of social entrepreneurship in sport is based on a conflict perspective.

We elaborate on and further discuss the 'social' aspect of the concept of social entrepreneurship in sport. By the use of democratic conceptions, they explore the extent to which sport and sporting activities with an entrepreneurial character can contribute to citizens' democratic influence and competence and, in the long run, to the development of democracy. Research is always surrounded by ethical considerations, but our research in social entrepreneurship has brought additional dilemmas to our notice. We also discuss some of these dilemmas.

Finally, we have constructed a methodological tool to analyze social entrepreneurship in a sport policy context, built on a number of steps in relation to our theses. Seven cases have been compared and similarities and differences are analyzed. The cases were identified with the help of networks within the sports movement, and the empirics was collected by means of interviews visits on site, as well as document analysis.

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Possible Pitfalls in the Regulation of Equity in Norwegian Football

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Aim

The last decades, the paradoxical situation with operating losses and financial distress, despite large and increasing revenues have characterized European football. Challenges related to financial distress have in turn fueled the need for intervention from regulatory bodies, both at the national level (e.g. distribution of collective revenues from sale of media rights and club license) and the international level (e.g., UEFA Financial Fair Play Regulations (FFP)). Although financial regulation systems are important and useful, the effectiveness of these are contingent upon adaptations made by football clubs.

The aim of this study is to look at football clubs' room for actions and adaptations in a financial regulation system and to what extent clubs take advantage of possible loopholes in the requirements. In order to do so, we focus on one key requirement inherent to the financial reporting system, namely the requirement for positive equity. We investigate to what extent financial reporting systems may be counter-productive in that they help promote adaptations that are in contrast to the intention of the overall goals of the reporting system by hampering financially stable football clubs (rather than promote financially stable football clubs). More specifically, the research question is what extraordinary financial possibilities are available and used by the clubs to fulfill the positive equity requirement in the club license? It should be noted that possibilities primarily refer to adaptations that are legal, but not necessarily in line with the overall intentions of the reporting systems.

Theoretical Background and Literature Review

Previous studies on financial reporting systems in European football have focused on the effectiveness of reporting systems (e.g. FFP) and the implications on competitive balance in European football leagues. However, the study conducted by Dimitropoulos et al (2016) shows how football clubs may adjust their accounting policy, if necessary, to fulfil financial requirements. Theoretically, this study draws on the peculiarities in professional team sport (Neal, 1964), the relationship between pay and performance (e.g. Szymanski and Smith, 1997) and soft budgeting (e.g. Storm and Nielsen, 2012).

Research Design

This study uses data from the Norwegian top division, which represents a typical European football league outside the "big-five" leagues. Because the license requirements are based on accountings, this paper apply empirical data from annual financial statements, from the 16 clubs that participated in the top division in 2016. Equally important, the financial statements provide information about limited companies affiliated with the football clubs. Although the study is mainly based on numbers for 2016, annual financial statements for 2014 and 2015 are also included. In total, this means more than 150 financial statements. Notably, Norwegian football clubs are membership organizations, but they may also cooperate with limited companies. Moreover, some clubs are affiliated to TPO companies as well. The annual financial statements are analyzed for two purposes. For one, they are drawn upon to give the financial status of the Norwegian top division as a whole (by drawing on descriptive statistics). More importantly, the annual financial statements are employed in order to identify cases in which questionable adaptations in the context of this study have been made.

Findings and Discussion

Overall, the study identifies three main findings. First, injections of external capital contribute to increased revenues end equity. In the 2015 and 2016 seasons, more than half of the clubs received external capital, either from private persons, limited companies or local government. Interestingly, the largest capital injections were done ex post, which can be considered as capital injected to save or rescue clubs from financial distress. Secondly, external investors through third party ownership (TPO) finance player transactions. Hence, both cost and financial risk is transferred from the club to the external investor company. Lastly in situations where the clubs struggle to achieve the inevitable requirement for positive equity, the regulations also includes subordinated debt in the equity share. In other words, the governing body (Norwegian FA) offers the clubs a possibility to loan more money to compensate for the negative equity. Here, the study discusses the duality of interests a national football association has to satisfy.

Conclusion and Implications

To sum up, the increased focus on financial health and sustainability in European football has forced the clubs to change their way of doing business. This paper discusses not only how Norwegian football clubs' exploit pitfalls in the financial regulation system, but also whether these kind of regulation systems are effective to its aim. As football club prefer sporting performance before financial performance, they may have incentives to be creative in their financial reporting to fulfil the financial requirement without compromising their sporting ambitions

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The Length of Electoral Terms in National Sport Governing Bodies

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One typical feature of National Sport Governing Bodies is their democratic structure (Heinemann, 2004). At least the board of these National Sport Governing Bodies is elected by the members of the organization or their delegates. In many countries it is compulsory by law that these organizations have to define the details of their election procedures in their statutes. What we do not have to date is a systematic analysis of the length of the electoral terms of National Sport Governing Bodies which seems to be relevant under the aspects of democratic accountability on the one side and economic effectiveness and efficiency.

To deal with this gap the following research questions will be discussed: What is the range and distribution of the length of electoral terms in National Sport Governing Bodies? How can the differences in the length of electoral terms be explained?

Theoretical Background and Literature Review

The length of electoral terms shapes the behaviour of political representatives (Bernauer, et al., 2013). Comparing political systems Dal Bó and Rossi (2011) shows that the electoral terms vary between 6 years and less than 3 years. Empirically longer electoral terms lead to more productivity and long-term outcome orientation of the elected representatives (Dal Bó & Rossi, 2011).

There are some potential explanations of the differences between the length of the electoral terms for National Sport Governing Bodies. On the one hand it can be expected that larger organizations with more members will use longer electoral terms compared to smaller organizations with less members. One the other hand it can be expected that Olympic Sport Governing Bodies will orient their length of the electoral term on the four year-rhythm of the Olympic Games so that this length is expected to occur more often in Olympic Sport Governing Bodies compared to Non-Olympic Sport Governing Bodies.

Methodology and Data Analysis

The empirical analysis builds upon the statutes of National Sport Governing Bodies in Austria. The content of the statutes was processed using LimeSurvey and the analysis was done using SPSS.

Results and Discussion

The majority of the National Sport Governing Bodies have a length of their electoral term of 4 years (50%). In nearly one third of the National Sport Governing Bodies the length of the electoral term is 3 years (30%), in around 15% of these organizations it is 2 years and nearly 5% of the National Sport Governing Bodies elect their representatives for the board every year.

Regarding the findings of the literature presented above it is expected that this will have effects on the quality of the organizations outcome. On the one hand longer electoral terms imply a democratic deficit because the power of the members is weakened. This goes hand in

hand with a strengthening of the elected representatives which one the other hand implies the potential to strengthen the effectivity and efficiency of the National Sport Governing Bodies. Regarding to the expected reasons for the differences in the length of the electoral terms there is no empirically significant relationship between the size of National Sport Governing Bodies and the length of the electoral term. For the second expectation – the relationship between Olympic and Non-Olympic Sport Governing Bodies and the length of the electoral terms – there is a significant relationship. In Olympic Sport Governing Bodies nearly two thirds have a length of the electoral term of 4 years compared to Non-Olympic Sport Governing Bodies were this can be found in only 26% of the cases. This indicates a stronger orientation of Olympic Sport Governing Bodies on effectivity and efficiency than on democratic responsibility.

From a management perspective longer electoral terms are worthwhile whereas from a political perspective shorter election terms a more favourable. This results in an area of conflict that each organization has to solve and for which each organization has to develop its specific governance architecture to cope with it. One solution would be the implementation of a dual board system in which the second board has the function of a supervisory body for the elected board between the general meetings.

Conclusion and Implications

In this paper empirical insights into the length of electoral terms of National Sport Governing Bodies were presented. It is shown that there is a variety in the length of the electoral terms that can partly be explained through the Olympic status of the National Sport Governing Body. Future research should address the effects of the different length of the electoral terms on the behaviour of the representatives on the one side and on the outcome of the decision making in the board and the accountability of the board as well as on mechanisms of checks and balances that are implemented especially in those organizations with longer electoral terms on the other side in more depth.

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Process Consulting for Organizational Capacity in Voluntary Sport Clubs

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Aim
Dutch voluntary sport clubs (VSCs) are facing several challenges in perceived consumerist behavior by members (Van der Roest, 2015), demands by the government to attribute to the social policy agenda and declining number of members in complex contexts (Wollebæk, 2009). Therefore, Dutch VSCs are often supported by approximately 300-500 professional sport club consultants funded by local governments or sport associations. These sport club consultants are successful in short term problem solving, but struggle to accomplish long-term development of organizational capacity (Dijk, De Vries & Slender, 2014). Organizational capacity within nonprofit literature is referred to as a set of organizational attributes which an organization needs to accomplish its mission effectively (Misener & Doherty, 2009). The aim of this study is to develop a competence framework for sport club consultants building on existing consulting frameworks in organizational development (Crawford & Nahmias, 2010). When these sport club consultants are better equipped they should be able to perform better in raising levels of organizational capacity of VSCs. The research question of this study is: What competences and repertoire does a sport club consultant need in order to raise the organizational capacity of VSCs?

Theoretical Background and Literature Review
Thiel and Mayer (2009) found that managerial approaches from the business sector are difficult to translate to the specific context of VSCs. The VSC is a locally based, significantly autonomous, volunteer-run, nonprofit organization which is democratically governed by the members and in which the members perform most of the activities voluntarily (Van der Roest, 2015). The development of organizational capacity requires the consultant to interpret the organization as a dynamic open system and to facilitate development in a process-oriented role together with the people in the organization and on various levels in the organization (Schein, 1999). In this study this process consultation role is compared with the more common expert role (Dijk et al., 2014).

Research Design and Data Analysis
A mixed-method methodology is used to provide fuller understanding of the approaches and competences used by consultants from different backgrounds within the VSC context. A questionnaire was developed by which sport club consultants (n=52, rr of 41%) scored their abilities on 56 abilities within 10 competence dimensions. A multiple case study on four very different consultancy projects, using observations and interviews, gave more in depth insight in how these abilities were used in varying approaches. Finally, a focus group with consultants (n=6) was carried out to define the most important competences for a process-oriented approach. Based on the findings from the survey, case studies and focus group a new competence framework for sport club consultants has been developed.

Results and Discussion
Consultants classified themselves evenly in three roles (expert, process oriented, executor). Within these roles sport club consultants who were more experienced (more than 6 years of

work experience, 61% of the respondents) scored themselves significantly higher on the requested competences than the junior club supporters (0 - 5 years work experience, 39% of the respondents) on 19 of the 56 abilities. The case studies showed that the projects and approaches used are dissimilar, but that especially the soft skills and process abilities (facilitating, being adaptive, bonding, coaching, activating) are important to be successful in the context of a VSC. It is also important for the sport club consultants that they are able to switch roles easily, from expert role to process role within minutes when they are consulting at a sport club. Therefore, a wide variety of consulting competencies are needed to be successful in developing organizational capacity at VSCs.

The necessity of both process and expert competencies was confirmed within the focus group. Especially the development of soft skills is important in a sport specific context. For the development of the framework of competences for the sport club consultants these results mean that attention has to be paid to a wide spectrum of competences and specifically to the ability of switching roles during sessions at the VSC. From this framework of competences, a masterclass programme is developed with the focus on using experts and process-oriented roles and delivering interventions which are effective in developing organizational capacity.

Conclusion and Implications

The findings showed that the current competences and repertoire of interventions used by the sport club consultants is not enough to develop organisational capacity in VSCs. Retraining their soft skills, develop more process-oriented competences and the ability to switch roles during a consulting session are needed. These findings are implemented within the project by developing a series of seven masterclasses in which junior sport club consultants are trained in these soft skills and the process consulting role. The forthcoming months evaluation research will be used to determine whether these skills are trainable and what the impact of the retrained consultants is on the levels of organizational capacity of VSCs.

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Are Sport Federations the Most Preferable Institutions to Organise Sport-For-All?

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Aim
Sport federations are urged to assist in reducing non-participation rates in sport by offering Sport-for-All projects (Stenling, 2014). In Flanders, more than 260 Sport-for-All projects are implemented by the Flemish sport federations and their members, the sport clubs. However, three critical notes are necessary. First, the non-participation rates in sport are not decreasing and second, the whole cluster of Sport-for-All projects does not seem to contribute to an increased participation within the Flemish sport clubs. Finally, the Flemish sport federations are more fixated on competition and elite sport and not on Sport-for-All e.g. in the past years more than three-quarters of the budget of the Flemish sport federations went to elite sport (Claes et al., 2017). By considering this threefold criticism, this study addresses the following research question: are sport federations the most preferable institutions to organise Sport-for-All? More precisely, our main assumption is that some traditional institutional characteristics of the sport federations might not match with the institutional values necessary for a successful organisation/implementation of Sport-for-All projects.

Theoretical Background
Institutional theory is applied as the study's overarching theoretical framework. The key assumption of institutional theory is that institutions include institutional logics. Institutional logics can be defined as socially constructed organizing principles for institutionalized practices in social systems, such as perceptions, rules, routines, symbols and procedures. The concept of institutional logics is well-established in the sport management literature. Sport management research on institutional logics quite dominantly focuses on the multiple and contending logics characteristics in sport institutions (Stenling, 2014). Another, less frequently used focus suggests that institutions have to advance over time because of changing values and norms in a society or a community. When institutional logics change, organisations need to adapt and embed these new values to stay accepted by relevant actors or organisational members (Borgers, Pilgaard, Vanreusel, & Scheerder, 2016). Sometimes new values do not match the existing organisational values and subsequently the organisation can resist to the change process e.g. if senior managers are opposed to the transition they will slow down the change process (Amis, Slack, & Hinings, 2004). Other reasons why organisations could block the change process are diverse. Often members of an organization will view the prospect of change as a threat to their subunit and individual interests (Pettigrew, 1987). Or, when power in the organisation is concentrated in the hands of volunteers and not with professional staff members, organisations often lack the capacity to change (Amis et al., 2004). Another explanation could be the absence of normative pressure from the organisational field to complete the change process (Oliver, 1991). In sum, this study uses institutional change to investigate if traditional sport federations are the best-suited institutions to deliver Sport-for-All projects. Or, is a change in institutional logics required (a) for the organisation of effective Sport-for-All projects, and (b) to tackle the non-participation rates in sport?

Methodology

This study incorporates data about all existing Sport-for-All projects organised by the Flemish subsidized sport federations (n= 265). The data are derived from the websites and policy documents of the existing Flemish subsidized unisport (n= 40) and multisport (n= 7) federations. In the second phase of the study this data collection will be supplemented with semi-structured interviews. These interviews will be conducted with representatives of the Flemish sport federations who are responsible for the organisation of the Sport-for-All projects. Clearly, these interviews will target the positions of the representatives towards the organisations of these projects.

Results

Data collection is currently still ongoing. Nevertheless, some of the major insights of this study will be ready for presentation at EASM, next to some suggestions for practice. On the one hand results will focus on the categorisation based on the institutional logics in the organised sport sector of the existing Sport-for-All projects in Flanders. The Sport-for-All projects range from sport development (sport +) to +sport programs and intend to reduce traditional barriers inherent to the organized sport sector, such as financial barriers or age limits. The first results are indicating that the whole cluster of Sport-for-All projects is targeting the traditional participants of sport clubs (e.g. children and adults), and is missing priority groups like e.g. low SES groups, who are underrepresented in the existing cluster. On the other hand, the conducted interviews, with representatives of the Flemish sport federations, will present insights in the institutional characteristics of sport federations. And if these characteristics match with the main characteristics necessary for a successful implementation of Sport-for-All projects.

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How to Professionalise in Non-Olympic National Sport Federations

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Aim

National sport federations (NSFs) have been experiencing greater organisational requirements and challenges for many years (e.g., the need for strategic planning, quality management, and service orientation), which they meet through professionalisation of strategies, structures, processes, and management staff (Nagel, Schlesinger, Bayle, & Giauque, 2015). However, not all NSFs succeed in professionalising their organisation. Non-Olympic NSFs have more challenging preconditions to professionalise than Olympic NSFs (e.g., less funding, less sponsoring revenues, less pressure from external stakeholders). Existing literature analysing processes of professionalisation focused on Olympic NSFs (e.g., O'Brien & Slack, 2003). However, due to different preconditions, these results are not applicable to non-Olympic NSFs. Therefore, this study pursues the question of how can non-Olympic NSFs manage to professionalise adequately despite the lack of Olympic status. For this purpose, the causes of professionalisation are analysed in two Swiss non-Olympic NSFs, which have undergone a process of professionalisation in the last ten years.

The results of this current study elucidate key factors for successful professionalisation in non-Olympic NSFs and thus contribute to the concept of professionalisation, which to date does not differentiate between Olympic and non-Olympic NSFs. Furthermore, the results are relevant to the organisational development of non-Olympic NSFs as well as to umbrella federations of NSFs that aim to support their NSFs in the process of professionalisation.

Theoretical Background and Literature Review

The analysis of causes of professionalisation is based on the multi-level framework of Nagel et al. (2015), which differentiates between the levels of the external environment (e.g., expectations of government and sport policy), the internal environment (e.g., expectations of clubs), and the sport federation (e.g., size, financial resources, individual key actors). Olympic status is often associated with better financial conditions because these NSFs are likely to receive more government funding (Chelladurai & Haggerty, 1991), and have the ability to sell media rights. Non-Olympic NSFs have to compensate for this disadvantage, as NSFs are dependent on financial resources to professionalise (Nagel et al., 2015). This compensation may occur through sponsorship or donation. Furthermore, Nagel et al. (2015) suggest other causes that can initiate professionalisation (e.g., individual key actors, pressures from the government). However, previous research compiles evidence for different governmental support only (Chelladurai & Haggerty, 1991). Previous studies have also focused on Olympic NSFs (e.g., O'Brien & Slack, 2003; Robinson & Minikin, 2011; Shilbury & Moore, 2006). To date, it remains unclear as to how non-Olympic NSFs can manage to successfully professionalise despite their challenge of the lack of Olympic status.

Research Design and Data Analysis

The data was obtained from two qualitative case studies of Swiss non-Olympic NSFs. One of these represents smaller NSFs (Swiss Orienteering) and the other larger NSFs (Swiss Floorball Federation), which allows the study to also consider the size of the NSF. The causes

of professionalisation of the two NSFs were analysed using documents and three qualitative interviews per organisation. In addition to Nagel et al.'s framework, this study distinguishes between causes as initial triggers (i.e., causes in a narrow sense) and causes as preconditions for professionalisation (i.e., factors that promote or hinder professionalisation when they are present or absent).

Results and Discussion

Preliminary results demonstrate the relevance of internal key actors and external stakeholders (e.g., sponsors) to strategic and structural professionalisation. Furthermore, 'healthy' financial resources appear to be a prerequisite for conducting change, as financial resources can promote professionalisation if they are present or hinder when they are absent. In the analysed cases, the acquisition of a new sponsor promoted the professionalisation of non-Olympic NSFs, both in terms of financial resources and pressure towards professionalisation. Further analyses of the case studies and the role of the umbrella federation Swiss Olympic are expected to provide deeper insight into the successful professionalisation of non-Olympic NSFs.

Conclusion and Implications

The findings confirm that successful non-Olympic NSFs tend to compensate for the more challenging preconditions of smaller financial resources and less pressure from external stakeholders (e.g., media). Professionalisation is possible in non-Olympic NSFs when the required financial resources can be acquired externally. Even if financial resources are present, pressure towards professionalisation has to be generated either by individual key actors, the umbrella federation, or external stakeholders (e.g., sponsors).

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Network Structures in Cause-related Marketing Collaborations in Belgian Football: A Social Network Analysis

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Aim

Despite the widespread use of network analysis in the literature, there is a lack of knowledge on networks in a cause-related marketing (CRM) context (Lantos, 2001). Many professional sport organizations still adopt uncoordinated CRM initiatives that address only single stakeholder issues (Maignan, Ferrell, & Ferrell, 2005). This leads to a superficial CRM approach or even resistance from in-and outside the organization (Morsing & Schultz, 2006). The objective of this study is twofold. First, we aim to describe the network structure and the actors constituting these networks. Second, we explore the link between CRM strategy (relational versus instrumental) and network structure. More specifically, the following three research questions are addressed: How is the CRM network structured? What is the role of the different stakeholders in the network? To what extent do network structures facilitate or constrain CRM decision-making in the different CRM types (altruistic, social, commercial and integrative)?

Literature Review

In order to attain maximal win-win outcomes from its CRM engagement, an organization must balance economic, ethical and social performance and the balance must be achieved with and among various stakeholders (Lantos, 2001). The multitude of stakeholders in sport and their interrelationships call for a broad view on CRM (Maignan & Ferrell, 2004). For example, a professional sport team often relies on partnerships with sponsors, local authorities, and league governing bodies to shape their CRM engagement (Babiak, 2007). Consequently, CRM relationships should not only be examined from a firm-centered perspective, but equally from a system or network-centered perspective (Frow & Payne, 2011). Provan et al. (2005) find that information derived from network analysis can assist managers to build effective collaboration across a range of public, non-profit, and business organizations.

This study applies a social network theory approach (Borgatti & Halgin, 2011). This is a relatively new method in the sport management field of study (Jones et al., 2017). It allows measuring network characteristics that will help to extend the knowledge of CRM networks in sport (Wäsche, Dickson, Woll, & Brandes, 2017). Density and centralization contribute to the understanding of coordination in the network as they assess connectivity and distance between organizations (Cousens et al., 2012). Degree centrality assesses the number of ties that a particular node sends and receives, whereas betweenness centrality refers to the centrality of an actor by assessing how many times an actor is a link between a pair of other actors in the network (Jones, Edwards, Bocarro, Bunds, & Smith, 2017). Finally, multiplexity measures the strength of an actor, based on the number of types of ties it has with its linkage partners. A better understanding of how the network leverages or inhibits CRM decision-making will allow to optimize CRM implementation in professional sport.

Methodology

We carried out a multiple case study of four professional football teams, each with a different CRM approach; an altruistic, social, commercial and integrative one (Liu, 2013). Within those

cases, we studied the collaborations using social network analysis (SNA). Two phases of data collection were used in this study. The first, qualitative phase, included a semi-structured interview with CRM managers of eight professional football teams in Belgium. In order to categorize the teams into four CRM types, and select a case in each type, we questioned the CRM managers about the logic, intended outcome, strategic principle and target group of their CRM engagement (Liu, 2013).

The second phase involved collecting quantitative data through a modified version of Provan et al.'s (2005) survey that was sent to the CRM managers of the four selected cases, the partner organizations they listed and the additional organizations the latter provided. Respondents were questioned about the type of exchange, the frequency of contact, and how formal this contact was. Finally, respondents were asked to assess the relationship quality. We measured the flow of information, resources, and funding between different stakeholders, resulting in three networks per CRM type: an information, resources, and funding network. The structural features of the network assessed were density, centralization, centrality, reciprocity and multiplexity. These network measures were analyzed using UCINET 6 software and visualized using NetDraw.

Results and Discussion

At the time of writing, the data collection is still ongoing. The interviews and the classification of the teams has been done. Questionnaires will be distributed in March-April and the SNA will be conducted in May-June. During the conference, the network structures and characteristics will be presented, as well as the extent to which network structures are supportive of the CRM strategy adopted.

This study will increase our understanding of how CRM networks in sport operate and how they might be strengthened. It demonstrates how the information obtained from SNA can be used by CRM managers to improve both organizational, stakeholder and societal value through the development of a stronger network of collaborating organizations (Provan, Veazie, Staten, & Teufel-Shone, 2005)

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Football, Leadership and Governance – The Case of China

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Aim

The Chinese ambition is to win the FIFA World Cup Final, and Chinese state authorities have acknowledged that the first step is to develop the domestic football industry, and that this will require a complex set of measures (Tan et al, 2016.)

Sports, particularly soccer, constitutes a crucial element of public diplomacy, becoming a concern for entire nations. In China, success in this sport is commented on by the highest levels of political leadership, and initiatives are being launched to develop the sport top-down by the 'soccer plans' This context provides a promising arena for studying the workings and potential of managerial intervention in situations in which such intervention is wrought with far-reaching challenges. Traditionally, the quality of a football club is measured by its results, i.e. what happens inside the stadium and on the pitch, and what happens off the pitch and outside the stadium is rarely considered as important.

This paper argues that both objectives require 'quality' and the derived research question is whether long-term quality can be achieved by state intervention, leadership and governance. Can Chinese soccer plans be validated against European soccer experience?

- ➢ Research question one: What can China learn from European soccer experience?
- ➢ Research question two: How can quality off the pitch be measured?

Theoretical Background and Literature Review

In this paper, we present an overview of soccer's development in China following disruption of the status quo thanks to recent initiatives from Chinese political leadership with the aim of establishing key targets for Chinese soccer (Liu et al, 2017).

To problematize is to question the basic tenets of an idea. The *first* aspect focuses on how the government's *public polic y*decisions stimulated football markets. China introduced three fundamental policies i.e. 'soccer plans' with various aims, ranging from how to 'organise the clubs' to how to 'encourage foreign investment'. The *second* aspect is the '18 Driving Forces Model', Söderman's (2017) review of literature (unpublished) which identifies the 18 driving forces that is believed to lead the Chinese national team to win the FIFA World Cup (Tan et al, 2016.) *Third*, behind these drivers, a study of literature reveals some important questions for development of the sport in general and achieving consistently high performance. The 'grass-roots dilemma' is often mentioned as the main reason: Why don't kids play street football anymore?

Research Design and Methodology

As a popular sport football has stimulated a lot of research. However, this research is still not very advanced since the bulk of data sources have been newspaper articles and biographies with trivial but often ambitious approaches. In particular this field lacks in theoretical development. Since our main purpose is empirical namely to develop answers on how China can learn from European soccer experience we will look forexisting 'best practice'?
How could we validate the Chinese soccer plans against European soccer experience?

For the next step in our research methodology on European soccer experience we therefore utilised Jarosz *et al*.'s 2015 European Club Association (ECA) Club Management Guide (CMG) – the published results of interviews with 120 European football clubs – and its focus on high-quality management.

Results and Discussion

With the help of a Club Management Guide, i.e. a database produced by the European Club Association (ECA) we made a validation. Since we could not find any other studies addressing similar issues, we conceived a simplified method to make a rough comparison. Our method is summarised in the 12 theses and three hypothetical relations to be tested further. The 'soccer plans' aiming to stimulate soccer development in China is the major form of government top down push.

Conclusion, contribution and implications

The framework we have constructed suggests three hypothetical relations that cover the all-round development of the Western football industry: H1 Playing quality; H2 Leadership quality and H3 Governance and operational quality. Based on Hong and Huang (2014), we can compare the stages of development of Chinese government policy towards sport. Since the 1950s, the organisation of national sport in China has been driven from the top down. Hence, Chinese authorities have heretofore regarded sport as another industry to control. Our contribution is answers to two research questions and a top down theory based on this comparison between the soccer plans and the framework composed of 12 theses

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Research on Community Sports Provision, Residents' Satisfaction and Participation Community Sports Activities in China

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Aim

For a long time, the mass sports in China have taken the top-down strategy, namely, the government through the policy, planning, building sports facilities and organizing sports activities, training social sports instructors, and so on, to promote the development of community sports. But what are the fitness needs of community residents? Are they satisfied with the community sports service provided by the government? Does their satisfaction with the supply of community sports services affect participation behavior? Such research is imminent.

Theoretical Background and Literature Review

Payne and Schaumleffel (2008) believe that the community sports and entertainment activities are an important function of the government, and its development is an important means to promote the transition from rural to city. In 2014, the State Council of the People's Republic of China issued a number of opinions on speeding up the development of sports industry to promote sports consumption, raising the national fitness into the national strategy and the establishment of the National Fitness Day. The implementation of the national fitness regulations and the national fitness program has made the community sport obtain more attention and more development opportunity.

Many scholars applied the research of satisfaction to the field of sports. King, Blair, & B (1992) emphasized the importance of the availability and convenience of sports facilities in sports participation. Xiaoying Chen (2009) showed that hardware facilities have a positive impact on consumer satisfaction in Chinese community sports.

Based on the relationship between the three variables of service value, service quality and satisfaction, Chang and Wildt, Anderson and Fornell, Anderson and Sullivan respectively explained the relationship between the above variables and the behavioral intentions for people with three models. They all regarded that the service value, quality of service, and satisfaction all affect the behavior intention, with whose differences among them lies in whether direct or indirect effects or which factors has greater influence.

Research Design and Data Analysis

A questionnaire survey was conducted online to investigate community sports participants from 20 provinces and the 4 municipalities directly under the Central Government of China. A total of 784 valid questionnaires were obtained. There were 453 male participants and 331 female participants. The questionnaire consists of three parts: the community sports provision scale, satisfaction scale for community sports provision and the community sports participation scale. The first two scales were modeled on the scale of "Evaluating the Impact of Sports Service Delivery on Consumer Participation Demand: A Case Study of Community Sports" by Chen Xiaoying (2009). The reliability test results showed that the alpha coefficient were respectively 0.885 and 0.972. The self-compilation of the community sports participation scale included two items, "the number of weekly physical exercises" and "average monthly sports consumption".

By means of literature study and questionnaire survey showed above, the present situation of community sports participation in China was analyzed, and the factors affecting the community sports provision, the satisfaction of community sports participation were examined by constructing the structural equation model.

Results and Discussion

This paper examined the provision-satisfaction -participation of the community sport model which revealed that community sport services had strong influences on participants' satisfaction and in turn their demand for participation, which highlighted the demand for high-quality sport service provision. Both hard and soft sport service provisions were positively related to participant's satisfaction, in which hard sport service play a dominant role.

Conclusion and Implications

This study's examination of the relationships among sport service provision, participant's satisfaction, and participation in community helps extend the community-sport knowledge and usage in China. Our study contributed to the literature by proposing two clear dimensions (hard sport service and soft sport service) for the measurement of public sport service provision in community sports. These dimensions successfully incorporated those that were proposed by Lin et al (2014), Wang and Ren (1994), and Yin (2009). The hard sport service provision was found to be reliable, valid, and applicable in this context. Sport facility, sport program, and activity organization are typical dimensions that have been used in the majority of previous studies in a community sport setting. A second theoretical contribution of the study relates to the clarification of the relationship between the two dimensions of community sport service provision (both hard and soft services) and community participants' satisfaction levels. The results showed that hard sport service positively influence participant satisfaction, which is in line with the study of Chen and Ma (2009), He and Xu (2007), and Yao et al. (2013). However, the soft sport service did not significantly influence participant satisfaction, which conflicts with previous research findings.

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The Impact of Elite Sporting Success on National Pride in England

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Aim
This paper examines the relationship between sporting achievements and national pride among adults in England. Three questions derived from a Rapid Evidence Review are outlined below.

- ➢ To what extent does success in elite sport a drive national pride?
- ➢ Are fluctuations in sporting pride associated with sporting performance?
- ➢ What is the longevity of sporting pride?

These questions are used to inform the policy debate on the societal outcomes of success in elite sport.

Literature review
Evans and Kelley (2002) found substantial variances in sporting pride within groups of countries based on data collected in 1995/6. Great Britain had the lowest sporting pride of all English speaking nations in the sample, although the research was conducted during a period of limited British sporting success. Van Hillvorde et al. (2010) observed small temporary rises in national pride amongst adults in the Netherlands during the European Football Championships and the Olympic Games in 2008, indicating a positive correlation between sporting pride and national pride. They found that sporting success contributed more to a sense of national pride, than other variables used to measure the concept. However, they concluded that there is limited empirical evidence that sporting success increases national pride beyond small and temporary fluctuations. Subsequent studies in the Netherlands (Elling et al., 2014) and Germany (Haut et al., 2016) found that national pride is a relatively stable characteristic of national identity that cannot easily be increased by national sporting success.

The concept of sporting pride has not been examined in England since 1995/96 and has not been mapped over time to look for associations between fluctuations in pride and the specific events that might be associated with them. Pride has however been used as a rationale for supporting high profile sporting events in England, notably the 2012 Olympic and Paralympic Games.

Research Design
Our research involved secondary analysis of the Taking Part Survey (TPS), which is a continuous household survey of around 10,000 adults. Between July 2011 and March 2016, the TPS included a question designed to identify the drivers of national pride. 'British sporting achievements' was one of the 12 response options to the question: 'Looking at this list, what, if anything makes you most proud of Britain? You can choose up to three.'

We first examined the data on an annual basis to look at 'sporting achievements' in the context of other aspects of Britain that made people feel proud. Second, we examined the level of

pride in 'sporting achievements' on a monthly basis in order to explore fluctuations relative to specific sporting performances.

Findings and Discussion

Indicators of national pride:

On average 16% of the sample selected 'sporting achievements' as one of their options and this statistic varied annually from 21% to 11%. This is a useful finding as it reveals that it is only a minority of respondents who cite pride in sporting achievements as one of their top three drivers of national pride. 'Sporting achievements' was the category with the greatest volatility in its scores (+/-10 percentage points). It appears that the other aspects of pride in Britain are relatively stable. The degree of fluctuation in sporting pride suggested that it might be linked to performance in sporting competition.

Pride in British sporting achievements:

There are some considerable peaks and troughs in the sporting pride question that are at least associated with sporting successes and failures. The most obvious shift occurred between July 2012 and August 2012, when the pride statistic increased from 12% to 30%, which coincides with Team GB's medal success at the London 2012 Olympics.

It is also possible to associate troughs with sporting failures such as elimination from major football tournaments. There are also troughs for which there are no obvious explanations other than perhaps reduced likelihood of selecting 'sporting achievements' once the warm afterglow of an earlier sporting achievement fades.

Longevity of pride:

It is notable that at the start of the sequence in September 2011 the 'sporting achievements' score was 14% and at the end of the sequence in March 2016 was the same. This finding is consistent with the evidence from Netherlands and Germany, suggesting that increases in sporting pride occur in the short term and are temporary (van Hillvorde et al., 2010; Elling et al., 2014; Haut et al., 2016).

Conclusion

Our analysis identifies sporting pride as a volatile element of an otherwise relatively static notion of national pride. From a sport management and policy perspective, the rationale for investing in elite sport to increase national pride in Britain is not without challenge. We hold this view because our evidence indicates that only a minority of the population experienced sporting pride and its effects were relatively short lived.

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From Decentralization to Cooperation: Progress of China's Sports Governance

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Aim
The development of Chinese sports has experienced a period from the self-organizing by the society to the all-round management of the government and then to the government to guide the society to fully participate in. This paper examines the trend of decentralization between the central government and local government at all levels, analyzes the power shift from government to the non-governmental organizations according to the political system reform under the guidance of President Xi's Thoughts on "Four Comprehensives" in new era.

Theoretical Background and Literature Review
With the foundation of New China in1949, the central government has the absolute power to control the development of national-wide sports, especially the elite sports by the allocating of all resources needed. At the last two decades in the 20th century, with the development of reform and opening up, the dispute between centralization and decentralization has always been the major contradictions in economy. However, in sports field, centralization has not been fundamentally changed due to Olympic Glory Plan and the task to preparations for the Olympic Games.

After Beijing 2008 Olympic Games, decentralizing has become a new trend, local governments take the responsibility to constructing sports infrastructure and provison of public services, while the central government changed from the direct supply of sports facilities and services to policy plan and guidance to the assistance of sports development. Unlike western researchers focus on governance without government, most works on China's sports governance prefers to multiple governing subjects, including the government, non-governmental organizations and business units.

From the perspective of the horizontal social structure, China endures a change from one governing body to multiple ones. From the vertical social structure, there is a shift from the competition between the central and local powers in the past to the sharing between them. Take General Administration of Sport of China (GASC) as an example, many important national sports projects start to transfer from GASC to local governments, GASC changes its role of manipulate all things to seek cooperating with provinces.

Methodology and Data Analysis
This paper collects the news about the cooperation with provinces from GASC official website (http://www.sport.gov.cn), describes the facts and focuses on the reason why they choose to cooperate, then compares to the theory of governance and other literatures to discuss how to improve China's sport governance.

Results
GASC starts to work with local governments since 2012, has launched 8 important cooperation programs with different provinces and municipal cities.
In 2012, GASC with Yunnan Provincial Government signed the Strategic Cooperation Agreement of Accelerating the Sports Construction. GASC and Hainan Provincial

Government signed framework agreement on strategic cooperation in accelerating the construction of sports business and sports industry in Hainan International Tourism Island. GASC signed the cooperation agreement on with Jiangsu Province in 2013 to build a demonstration zone of public sports service system.

In 2015, GASC with Tianjin Municipal Government signed an agreement to promote "National Games benefiting the Public Project", search for a new model for the host city of National Games to be an engine of sports for all. GASC and Hebei Provincial Government signed the Framework agreement on Co-developing Winter Sports In 2017. GASC also with Xinjiang Uygur Autonomous Region People's Government signed framework agreement on comprehensive cooperation. GASC with Zhejiang Provincial Government started to cooperate on the building National swimming team to cater for 2020 Tokyo Olympics. GASC and Inner Mongolia Autonomous Region decided to build a national football channel, and came true in 2018. GASC also works closely with enterprises and social organizations in the provision of elite sports.

Conclusion

GASC's cooperation with provincial governments means the power shift from central to the local, despite central government is still powerful, while local governments have more freedom to choose what they perceived important to economy and the people.
As the 19th National Congress of the CPC in 2017 pointed out that the social principal contradictions in China have been turned into the gap between the ever-growing needs of the people for a better life and unbalanced and inadequate development. How to solve this contradiction is the government's major task for a long time to come.

The current cooperation between General Administration of Sport of China and the local governments mainly focuses on the exploration of key tasks related to sports. The cooperation will further continue especially for the 2022 Winter Games, but the total amount is going to decrease. Sports federations such as the Chinese Football Association (CFA) and the Basketball Association will further play their roles in the future and will have more space to play in the development and extension of competitive sports and mass sports.

Business units will participate more in sport governance, but how to balance the economic benefits of enterprises and the public interest in sports is a realistic problem.

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A Study of Developing Indicators of Sport Cities in Taiwan

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Aim
In the era of globalization, sport is the mainstream consciousness of this contemporary world (Andranovich, Burbank & Charles, 2001). The development of urban governance mode is also influenced by different forms of sports cultures and the hosting of mega sports events (Gratton & Henry, 2001; García, 2005). As a result, the management of sports events and post-event legacies has become an important issue in terms of the governance of sports (Augé, Pedenon & Verhet, 2011).

In Taiwan, the Sports Administration has been trying to bid for international mega sports events in recent years. However, it seems to them that the development of the legacies and the continuity of the sports culture are much more important than bidding sports events, especially when the indicators for developing sports cities have not yet been established in Taiwan.

Considering the importance and necessity of the development of strategic indicators to a sports city, this study aims to construct the developing indicators of sports cities in Taiwan, by exploring the purpose to develop a sports city and the connotations of relevant factors, and to put into practice the application models and suggestions for developing sports cities. The research adopts two-way thinking from the perspectives of social cultures and economic development to construct the developing indicators of sports cities in Taiwan, which will hopefully assist the government to develop regional sports in the future.

Theoretical Background and Literature Review
In Taiwan, there have been no systematic indicators as a reference for the development of sports cities in Taiwan. This paper applies indicators such as ‘European Capital of Sports Award’, ‘European City of Sports Award’, a case study ‘Sport City- Fukuoka’ and ‘Sport City- Rotterdam’. These two cities represent a range of different sports typologies and can be viewed as google examples to Taiwan. The White Paper on Sport, Physical Education and Recreation is also analyzed. These are regarded as important foundations to support the creation of indicators in this study.

Methodology and Data Analysis
The research has applied a mixture of different methods. We interviewed six experts who had participated in the planning and implementation of city sports policies. Through the analysis of the contents and related documents of semi-structured interviews, ten main categories of urban sports policy are constructed as follows: (1) Policy support; (2) Financial environment; (3) Laws and regulations; (4) Professional sports organizations; (5) Hosting of sports events; (6) Citizen participation; (7) Development of sports industry; (8) Sports facilities and equipment; (9) Sports image; (10) Sports management and practice. On the basis of these ten categories, a questionnaire was designed. Afterwards, according to the situation in Taiwan, six experts were invited to answer the questionnaire. The indicators of sports cities were therefore created.

Results, Discussion and Implications

Based on the abovementioned literature review and methodology, crucial discoveries of the research are listed as follows:

(1) In terms of the promotion of policies for the development of sports cities in Taiwan, the visions are "to make the citizens be proud of their cities, to strengthen local identities, to create environments for sports of good quality, to cultivate vibrant and healthy citizens, to enhance the visibility of cities internationally."

(2) The indicators for developing sports cities in Taiwan proposed by this research include 6 dimensions and 22 evaluation indicators. The 6 dimensions are: the current situation of a city's sports promotion; offering the citizens with convenient sports services and fitness spaces; management of sports facilities; planning of sports events and competitions; co-operations with sports-related organizations and local sports research institutions; possible contributions to Taiwan upon becoming a sports city, whereas the 22 indicators are: sports image of a city; population ratio of sports participation in a city; sports-related services provided for each group in a city, etc.

(3) Experts participating in this research consider that the indicators constructed by the research are very important to the development of a sports city. However, Taiwan's city governance policy does not value the importance of these indicators enough.

Conclusion

The indicators for the development of sports cities in Taiwan constructed by this research may be taken as a reference for the promotion of local sports cities in Taiwan. In the future, if we want to connect city development with the planning of a smart city, the development of the indicators into a tool for quantitative evaluation can be considered as a reference for the management of sports governance performance of a city.

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Origins of Institutional Practice and Institutional Work Perspectives on Performance Management of National Sport Organisations

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Introduction

Performance management (PM) has become important to National Sports Organisations (NSO) as they operate like business entities that control the achievement of their objectives (Perck et al., 2016). NSOs administer sport and deliver sport services to communities where they exist (Shilbury & Moore, 2006). Their increasingly competitive operating environments makes the need to build their organisational capacity through PM apparent (O'Boyle & Hassan, 2014). Research into organisational performance of NSOs spans three decades however, much of the interest has been directed towards establishing ways to measure organisational performance as opposed to establishing ways to improve organisational capacity through PM (O'Boyle & Hassan, 2014). To fill this research gap, the aim of this study is to explore the extent to which NSOs have adopted and implemented PM as an institutional practice. To pursue this aim, the objectives that guide the study are; to establish how coercive, mimetic and normative pressures influence the development and use of PM systems among NSOs; and, to establish the role that individuals within NSOs play towards creating, maintaining or disrupting PM as an institutional practice.

Theoretical Framework

This research uses stakeholder, (Freeman 1984) resource dependence, (Pfeffer & Salancik, 1978) institutional (DiMaggio & Powell, 1983) and institutional work (Lawrence & Suddaby, 2006) theories to develop a theoretical base for the study. The stakeholder and resource dependence theories are used to explore the susceptibility of NSOs to stakeholder influence because of their dependence on stakeholder resources. The institutional theory's institutional isomorphism is used to explore the extent to which NSOs are influenced through coercive, mimetic and normative pressures to adopt the practice of PM. The institutional work theory is used to explore how individuals within NSOs work towards creating, disrupting or maintaining PM as an institutional practice.

Methodology

The research employed qualitative approaches and the study was conducted in Botswana, a developing country in Southern Africa. Prior studies on organisational performance of NSOs have been conducted among developed countries where bigger NSOs with numerous and lucrative resource streams were studied (O'Boyle & Hassan, 2015; Perck et al., 2016; Winand et al., 2010). Therefore, this study offers a perspective into NSOs that exist in different social, economic and cultural contexts than those experienced by NSOs in developed countries. Investigating NSOs in a different context contributes to our understanding of how NSOs operate and how they implement PM. A total of 14 out of the 37 NSOs affiliated to Botswana National Sports Commission (BNSC) were selected for this study. To ensure diversity, participating NSOs were selected based on their categorisation of the BNSC's Affiliates Empowerment Policy that categorises NSOs according to geographical spread, national appeal, popularity, level of activity, equity, social responsibility, focus on development, elite sports performance, numerical strength and quality leadership. Further selection was based on whether NSOs were an Olympic or Non-Olympic Sport, Team Sport or Mixed Sport.

Data was collected through semi structured interviews with board members (n = 9) and operational staff (n=12). Additionally, (n=16) NSO representatives participated in three focus group meetings. Questions discussed in the interviews and focus groups probed into institutional pressures that led to the adoption of PM practices among NSOs. Further questions explored stakeholders' influence on the use of PM systems among NSOs. Furthermore, the response of individuals to institutional pressures and the roles they play towards the creation, disruption or maintenance of PM as an institutional practice, were explored. The data collected was transcribed verbatim, open coded and analysed through thematic analysis.

Results and Discussion

The results revealed that PM was not perceived as an institutional practice, however, coercive, mimetic and normative pressures led to the adoption of practices that could be considered as PM. For instance, funding stakeholder expected periodic reporting on the extent to which their needs and expectations were met. This prompted implementation of processes that include goal and objective setting, performance measurement and feedback, which are phases of the PM process (Ferreira & Otley 2009). The individuals within NSOs engaged in processes and activities that include leadership, communication and creating an organisational culture that facilitates PM to improve service delivery and the achievement of organisational objectives. Engagement in these processes leads towards the creation of PM as an institutional practice.

Conclusion

The methodological approach used in this study limits the generalizability of the findings, as such, future studies could employ quantitative methods to enable generalizations to be made to the various contexts studied. However, this research contributes to sport management literature on PM of NSOs specifically on how institutional pressures influence the development and use of PM systems among NSOs. Furthermore, the study offers insights into the roles that individuals in NSOs play towards creating, maintaining or disrupting PM as an institutional practice. The study has practical utility because it informs sport managers on ways to develop and use PM systems in their organisations.

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Resistance to Board Renewal

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Aim
Executive Board turnover and renewal has increasingly become the focus of research with international sport organisations as academics have identified a lack of Board turnover as a factor contributing to the increasing evidence of corruption within these organisations. One mechanism for ensuring board turnover is the imposition of terms limits within sport organisations. Chappelet and Mrkonjic's (2013) review of published materials highlighted concerns about the lack of Board turnover and proposed the need to introduce maximum term lengths to facilitate board renewal. van Eekeren, Bos and Houlihan's (2012) review of governance in International Sport Federations likewise noted the benefits associated with limiting board terms. Research has consistency concluded that the absence of term limits can result in an unhealthy concentration of power in a few individuals, which in turn undermines good governance and effective organisational operations (Geeraert, 2015; Geeraert, Alm & Groll, 2014).

However, many international sport organisations have yet to adopt the concept of limited terms (van Eekeren, Bos & Houlihan, 2012) despite government and public pressure to do so. Thus, this research aimed to understand why organisation have chosen not to adopted term limits for Board renewal.

Literature Review
Agency theory provided an analytical structure for the research in order to understand why organisations choose not to introduce Board limits into the constitutions of their organisations. Agency theory seeks to explain the relationship between the agent (Boards) and the principal (members of the organisation), where agents make decisions and work on behalf of the principal. However, as noted by Geeraert (2015) principals often do not have full information on the behaviour and actions of the agent. This provides the possibility of the agent acting in their personal interest, rather than in the best interests of the principal. Thus, this was felt to be an appropriate framework in order to explain the relationship of Boards (agent) with the rest of the organisation (principal), self-interested behaviour (Van Puyvelde, Caers, Du Bois & Jegers, 2012) and the potential for moral hazard thought to lead to corruption (Geeraert, 2015).

Method and Analytical Framework
Semi-structured interviews were conducted with 35 representatives from Olympic/Commonwealth sporting organisations, in order to collect data from organisations both with and without fixed board terms. This included representatives of National Olympic Committee, National Federations and International Federations, based in Germany, Trinidad and Tobago, USA, Malawi, Kenya, Vanuatu and Malaysia. Interviewees were questioned about board renewal procedures in their organisations, their opinion of fixed terms and possible impacts of a lack of board renewal, and if the organisation had limited terms and why/why not. The interviews lasted between 45 minutes and 2 hours.

Results and Discussion

The majority of the sport organisations interviewed had few mechanisms to ensure board turnover. In many cases this was not perceived to be a disadvantage as *we wouldn't know what to do if the Board had to leave*. However, the research showed that many Boards had discussed Board renewal and rejected it or that practices had developed in order to work around the procedures introduced. For example, in some organisations, Board limits had led to 'position cycling' where individuals stood for one position after another to stay on the Board *(they can get around it..they can be Treasurer, Sec Gen, President and then back to the start…so what difference does it make?)* and thus refused to leave the Board. This presents a principal-agent problem where the Board members, as the agent act in their own best interest and remain on the Board, rather than acting in the best interests of the organisation (the Principal) and allowing Board renewal.

Conclusions

Agency theory helps to explain why Board renewal is not widespread within international sport organisations. The data collected from these organisations clearly evidenced numerous examples of self-interested behaviour on behalf of Boards by either voting down board renewal procedures or actively working around them. This is evidence of the principal-agent problem, which has the potential to lead to moral hazard, which may manifest itself in corrupt practice. Given that most global sporting organisations operate a structure that incorporates an agent-principal relationship, it is difficult to identify what would lead to widespread board renewal practices within the sector, unless Board renewal is imposed on sport organisations. Public and governmental pressure does not seem to be brining around change and thus, it is recommended that the IOC and International Federations develop policies, linked to funding, that require the introduction of Board renewal practices, such as term limits.

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Control of Professional Sports Clubs, Using the Control Levers of Robert SIMONS: Examples from Professional Rugby Clubs

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Aim
As well as being a leisure activity, professional sport is an economic activity in its own right. Professional sports clubs take the same industrial risks as all businesses by investing large amounts of money, thus requiring a return on both financial and sports performance, whilst at the same time maintaining a financial and sporting balance.

When looking at the performance of professional sports clubs, one must consider the issues of the differing expectations of a diverse set of stakeholders. The objective function of professional sports clubs is therefore based on a broader rationality where financial interests and targets are intertwined with those of sporting aims but also include social and symbolic considerations.

The purpose of this paper is to show how R Simons model of control levers is a relevant conceptual framework for understanding the governance of professional sports' clubs. This model will enable us to reconcile conflicting objectives such as respect for sports values, the search for sports performance and financial constraints.

Theoretical Framework
Simons (1995) provides an innovative conceptual framework that fosters understanding of the implementation of control systems to improve performance. To do this, the author identifies four control levers: belief systems, boundary systems, interactive control systems and diagnostic control systems. These different levers, far from being contradictory, can be combined in a complementary way, thus constituting a global management control system. The interest of this model, which can be considered as ambidextrous (O'Reilly & Tushman, 2004), is precisely to combine devices intended for the control of operating activities with systems oriented towards the piloting of exploratory activities. Also insisting on the control of beliefs and limitations, the control lever model places a premium on the shared goals, missions and values of the organization; which, for a sports organization, can be fundamental.

Methodology
In order to provide insights to our research questions we will set up two approaches; firstly, a qualitative researcher based on a standard case study (Eisenhardt, 1989; Yin, 2003) and secondly a research-action (Lewin, 1946; Greenwood, 2007). Our case study is about a professional rugby club of the French "Top 14" championship. This club is one of the 4 best clubs of this championship. One of the authors occupies a strategic position within the management. Action research is rooted in action, in the need to act to change things. The researcher is a co-author of the action that acts in the organization in order to find answers to the questions of the milieu concerned.

We will also use semi-structured interviews with various actors participating in sport and financial governance. For this, an interview guide has been developed to apprehend representations about the four levers of Simons within the club. This questionnaire must make it possible to analyze whether or not there is a sharing of these representations as well as the

interactions. The objective of such an approach will allow us to compare the perceptions of different actors. Content analysis use NVivo softwareSecteur.

Results and Discussion

The professional sports club reading Simons model allows you to observe first of all the belief system that corresponds to sportsmanship and sport ethics on which the sporting movement is built… The boundary system can be perceived by the establishment of charter and sports regulations… (codifying good practices and prohibitions). Interactive control systems are centred on strategic uncertainty that we find in sports competition. Finally, the diagnostic systems correspond to the posterior control, the most classic of management controls.
The contributions of the Simons model, as pointed out by Lepori and Bollecker (2015), include the identification of reciprocal relations that control systems can maintain with strategy, as constraint and learning systems, and the combined use of formal and informal controls. In the context of professional sports clubs, the model can be applied independently equally to the 'athlete' as to the 'financer'. However, we observe a strong reciprocal relationship between the 'athlete' and the 'financer' that leads to analyzing the performance of the club in a global dimension. Indeed, the 'glorious uncertainty of sport' will encourage the sporting and financial sphere to collaborate, meeting the requirements of the shareholders. If the belief system and the boundary system constitute a common base for all the clubs' professionals, the diagnostic control system appears for each sphere, whilst the interactive control. Concerning these two last control systems, it is necessary to wonder about the coupling or decoupling sporting / financial.

Like any representation, the model of Simons (1995) is not free of limits. They mainly relate to the difficulty of understanding and operationalizing interactive control. Simons' (1995) sentence states that when a firm has control systems, it must reserve one for interactive control and the other n-1 for diagnostic control is somewhat reductive.

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Strategy, Leadership and Stakeholder Management in Sport

Review Track Chair: Sven Junghagen

Course and Management of Latent Stages of Economic Crises: The Case of German Professional Football Clubs

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Aim
Although European football industry, especially top leagues, has been showing constant revenue growth during the last two decades, there is broad evidence for frequent cases of financially distressed football clubs, including insolvency proceedings, both, in German and other European leagues. So this phenomenon is well documented (see e.g. Szymanski, 2017, p. 422). Since focus in literature is almost exclusively on entry into insolvency proceedings and on obvious stages and indicators of crises, such as "operational losses", "illiquidity", and "indebtedness", there is a research gap for more latent stages of a crisis. Because grounds for later insolvency proceedings might already occur in these earlier stages, it is important to understand the relation between them. The research question is as follows: "Is there a systematical relation between events occurring in early, i.e. latent, stages of crises and the further progression of such crises, including entering insolvency proceedings, in the case of German professional football clubs?"

Theoretical Background and Literature Review
A wide-ranging systematic literature review with 119 identified relevant articles has been conducted in order to identify the research gap and to summarize the current state of theoretical background within the field of "(economic) crises in professional football" (see upcoming scientific presentation of Druker & Daumann, 2018). These results will be briefly presented beforehand.

The theoretical background is twofold. First, there is a flourishing research on the economics of (especially professional) team sports and there are some peculiarities of the team sport industry (e.g. objective functions, value creation and co-opetition, market structure and intense competition, institutional rules such as the relegation/promotion system, and the role of the stakeholder "fan"), in context of which literature explains why clubs, in general, so frequently end up in a threatening financial crisis. Apparently, the European team sports model promotes an overinvestment environment for the clubs and puts many of them at the edge of a financial collapse. There are mainly two explanations for such a situation: the logic of a "rat race" (see e.g. Franck, 2010) and the "soft-budget-constraint" (see e.g. Storm & Nielsen, 2012). Yet, these findings don't look in detail on the course of a crisis of a football club. Therefore, and secondly, models taken from genuine crisis research are used to close this gap. Particularly, different stages of crises (ideal-typical order: stakeholder crisis, strategic crisis, product/sales crises, profit crisis, liquidity crisis, and finally insolvency proceedings) (see e.g. Crone, 2017). Additionally, because of the case of team sports, an extra

stage, the "sporting crisis", will be integrated into this model. It is important to note, that the course of a crisis can consist of all of these stages or only of some of them. Also the order of the stages might differ from the ideal-typical one. Any stage can be characterized by symptoms (e.g. frequent changes of managers or head coaches) and causes (either external or internal).

Research Design and Data Analysis

First, all identifiable cases of any of the crises stages of German professional football clubs will be searched for in different media (databases of nationwide newspapers (e.g. FAZ, Süddeutsche Zeitung, Handelsblatt, Tagesspiegel)) and databases of sports and football specific magazines and websites (e.g. SPONSORs, Kicker, 11Freunde, Sport1)). Secondly, all of the case data obtained will be content-analyzed (after approach of Mayring, 2015) in order to re-construct and to understand the courses of the crises and the managerial measures undertaken (i.e. a qualitative approach will be used). Different courses of crises and different managerial measures should lead to different outcomes (e.g. either moving further towards insolvency proceedings or recovery). This relates directly to the research question.
The sample will comprise any case that has occurred between 1999 (the introduction of the new insolvency law in Germany – the "Insolvenzordnung") and 2017. As a professional club any club from tier one ("Bundesliga)" to four ("Oberliga" until season 2007/2008 or "Regionalliga" since season 2008/2009), which is actually rather semi-professional, will be considered.

Results and Discussion

Preview: Five clubs have been pre-analyzed so far and showed that mostly either high risk-taking (as a strategic decision) in early stages or ongoing stakeholder disputes, resulting in an absence of a stable sporting strategy, in combination with a series of negative shocks (persistent sporting failure) lead to a situation where illiquidity and insolvency proceedings are most likely to be the outcome.

Conclusion and Implications

Preview: By analyzing professional football clubs which ended up in entering insolvency proceedings, the findings might support the understanding of emergence and progression of crises and facilitate their management. In addition, some aspects of the economic theory of team sports can be extended or further confirmed.

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Building Organisational Resilience in National Governing Bodies of Sport

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Aim
To identify sources of organisational resilience within National Governing Bodies experiencing significant funding reductions.

Theoretical Background
The current policy context faced by National Governing Bodies of Sport (NGBs) is one that is shaped by environmental turbulence (Chapman & Houlihan, 2015). NGBs are being ask to re-align their organisational structures to meet the challenges of new policy statements from the DCMS, UK Sport and Sport England. These policy changes can create dilemmas or even crises within NGBs that challenge their financial and operational stability. While the NGB will need respond to these policy changes, stakeholders will still be reliant on the NGB for key sport related services. In these times of change, NGBs need to demonstrate greater levels of 'organisational resilience' in order to adapt and manage these disruptive challenges by identifying the organisation's ". . . ability to survive, and potentially even thrive, in times of crisis" (Seville et al. 2008; p. 18).

The concept of resilience is given greater saliency as funding agencies reallocate priorities to meet the objectives of these new policies, potentially reducing their core grant allocations to NGBs. However, organisational resilience is multi-dimensional and complex (Lee et al. 2013). It accounts forsituation awareness (macro and sectoral scanning), management of keystone vulnerabilities (losses that effect the entire organisation) and adaptive capacity (adaptability to a dynamic environment) in a complex, dynamic and interconnected environment (McManus et al. 2008). If NGBs are to invest in developing resilience, identification of its foundations will be important it order to minimise exposure to future risk (Sheffi, 2005).

This scientific abstract seeksto apply the concept of resilience to NGBs, identifying how NGBs might move away from reacting to environmental turbulence. By understanding the organisation's strengths and weaknesses in relation to resilience, NGBs will be able to build organisational flexibility so as to adapt quickly to changing policy, while minimising structural disruption.

Methodology and Data Analysis
This research took place immediately after three NGBs lost all their funding. Through in-depth interviews with Chief Executive Officers, Performance Managers and athletes of three NGBs, this research sought to track how they responded to the funding reductions and whether they implemented new processes that limited their susceptibility to future funding or policy changes.

18 in-depth interviews were conducted over a 14 month period. The interviews sought to categorise the actions of the NGBs through the concept of resilience, applied to the theory of situationawareness, management of keystone vulnerabilities and adaptive capacity (McManus et al. 2008). The purpose of the approach was to discover how NGBs can build organisational resilience and to identify areas of improvement. It is hoped that this initial research will be

supplemented with further interviews from NGBs. Several NGBs lost funding for the Tokyo Olympic funding cycle and several more lost funding due to the implementation Sport England's strategy, Towards an Active Nation.

Results, Discussion and Implications

This study found that the NGBs were extremely reactive to funding changes, rather than adapting current strategies to manage these cuts. However, while the actions might be viewed as ad hoc in nature, the NGBs actions were designed to strengthen organisational resilience to the possibility of future policy changes. Here is an overview of the key actions undertaken:

Situation awareness: Two of the NGBs initially disbanded their elite programme, but began to understand to how important an elite programme was to the rest of the development pathway in their sport. One NGB sourced funding from its International Federation, while the other played against a club team from another country.

Keystone vulnerabilities: The NGBs began to develop organisational connectivity, through creating more cooperative sport development pathways delivered through collaborations. Viewing this integration through the lens of a sport development continuum, NGBs began to collaborate with various athletes and their respective sports along the continuum, to deliver services and training opportunities at different levels of the continuum.

Adaptive capacity: One of the case study organisation began to show initial signs of adaptive capacity by creating a strategic alliance with another NGB. The first level would seek to co-locate in a new purpose-built facility. The second part of this alliance would focus on role-sharing. Due to administrative similarities between the two sports, the CEO envisages a situation where the two NGBs could share jobs that lack role specialisation (Riley, 2010). Taking this approach would enable the NGB to conserve its resources and minimise changes to internal structures.

Conclusions

Given the current environmental challenges faced by NGBs, identifying sources of organisational resilience have become more important. At a simple level this is because NGBs operate within complex webs of stakeholders. More importantly, building resilience will enable NGBs to return to an equilibrium quickly after changes in their environment, and to gain synergies through enhancing resilience to build competitive advantage.

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The Synergetic Impact of Management Processes and the Motivating Style of Board Members in Relation to Human Resources Capacity

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Aim
This study provides a combined perspective on human resources capacity development in nonprofit sport clubs based on managerial processes and the motivating style of board members. Specifically, the present study addresses the question whether and to what degree board processes – i.e. management processes and the motivating style board members rely on – relate to and jointly affect the human resources capacity, hereby relying on two theoretical frameworks: the Competing Values Framework (Quinn & Rohrbaugh, 1981) and Self-Determination Theory (Deci & Ryan, 2000).

Theoretical Background and Literature Review
Human resources capacity, defined as a sports clubs' ability to deploy human capital within the organization, is regarded as the most important asset of nonprofit and voluntary sports clubs (Wicker & Breuer, 2013; Hall et al., 2003). However, research has shown that recruiting and retaining volunteers is one of the biggest problems of sports clubs, and the lack of volunteers is often even threatening the existence of clubs (Wicker & Breuer, 2013).

The question arises then as to how sports clubs can strengthen their human resources capacity. According to the Competing Values Framework (CVF) (Quinn and Rohrbaugh, 1981), sports clubs need to install effective management processes in order to optimize their human resources capacity. The CVF differentiates between four main management approaches or models: the open system model (external, flexible), rational goal model (external, control), internal process model (internal, control) and the human relations model (internal, flexible). However, installing these processes might not be sufficient. The way by which board members of sports clubs install these processes (i.e. in a motivating way) is assumed to be equally important. To illustrate, the development of a mission, vision and policy requires the creation of an organizational culture in which all the constituent groups (i.e. (board) members, coaches, volunteers …) are involved in the implementation of these plans so that they are optimally motivated to achieve common goals. The role of board members in creating this motivational climate is quintessential, yet has not received sufficient attention so far (Grabowski et al., 2015). In this study, Self-Determination Theory (SDT) (Deci and Ryan, 2000) is adopted as a valuable framework to address the motivating style of board members can rely on to foster involvement and motivation among constituent groups when installing management processes. This theory differentiates between a need supportive (i.e. autonomy supportive, structuring and warm) and need thwarting motivating (i.e. controlling, chaotic, cold) style.

In order to measure the impact of board processes – i.e. management processes and the motivating style board members rely on – on human resources capacity, we rely on the Competing Values Framework and the Self-Determination Theory respectively. In this study, human resources capacity is divided into two components: (1) the presence of competent board members, coaches and volunteers and (2) group cohesion.

Research Design and Data Analysis
In order to measure the board processes and the human resources capacity, existing measuring instruments are used, except for the assessment of the (de)motivating style of board members, which is based on a recently developed questionnaire, the Situations-At-School survey (Aelterman et. al, 2018, in revision). This survey differentiates between need supportive/motivating (i.e. autonomy supportive, structuring) and need thwarting/demotivating (i.e. controlling, chaotic, cold) styles of teachers. For this study, the questionnaire is adapted to the context of sports clubs' board members in order to be able to measure board members (de)motivating style.

Board processes and human resources capacity are measured using data from at least 3 board members out of a convenient sample of (minimum) 30 Flemish sports club. Data from 80 board members out of 20 sports clubs are currently gathered and data gathering is currently ongoing.

Results and Discussion
The results will be processed and analyzed in June, allowing to present and discuss the conclusions at the EASM Conference 2018.

Conclusion and Implications
This study will provide more insight into the synergetic role of management processes and motivating style in fostering human resources capacity in sports clubs. It will have important implications for the management of nonprofit sports clubs as it allows to identify key (symbiotic) processes that board members can rely on to recruit and retain volunteers in their sports clubs.

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Exploring Opportunities and Challenges of Mergers in Sport: A Case Study of the Korean Sport and Olympic Committee

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Aim

With the approval of the International Olympic Committee (IOC), in March 2016, the Korean Olympic Committee (KOC) (the organization responsible for managing elite sport) and the Korea Council of Sport for All (KOCOSA) (the organization responsible for mass sport development) were merged. The merger resulted in the launch of a new organization known as the Korean Sport and Olympic Committee (KSOC) that now has responsibility for developing both elite sport as well as sport for all in the country. The IOC stated that the merger was a historic step not only for the development of the Olympic Movement but also for sport in general in Korea (IOC, 2016). This is because the KSOC may be a representative case to show how sport organizations may improve the sport system through mergers. However, there have been a number of issues related to the KSOC following the merger including conflicts among stakeholders and the development of new organizational goals. It is important to achieve organizational synergies in the merger process in order for the new organization to be successful (Graebner, Heimeriks, Huy, & Vaara, 2017). As a result, understanding the opportunities and challenges associated with the KSOC merger is important for the future effectiveness of the new organization. However, relatively little attention has been paid to mergers in sport, so little is known about the opportunities and challenges faced by organizations in the sport context. The purpose of this study is, therefore, to explore the opportunities and challenges of the KSOC merger. By exploring this unique case, this study attempts to examine the implications of mergers in reorienting organizational direction and culture.

Literature Review

Although organizational mergers may be opportunities to optimize organizational effectiveness by achieving synergy, there may also be diverse challenges in post-merger integration (Graebner et al., 2017). That is, the issue of differences (e.g., structures, cultures and identities) between merging organizations may cause misunderstandings and conflicts that decrease the effectiveness of the new organization (Weber, 1996). Thus, within mergers, an understanding and integrating of the two merging organizations is important to reduce the chance of organizational conflict and to foster shared organizational goals. In sport, Stevens (2006) analyzed the overall merger processes of the Canadian Hockey Association (CHA) and showed how organizational elements (e.g., value, structure, and systems) changed based on the archetype framework in the merged organization. In doing so, the study illustrated the challenges of the merger such as value differences, lack of communication, and cultural clash. However, because the focus of the study was mainly on the internal organizational changes of the CHA merger, diverse challenges in integrating stakeholders related to the merger were not discussed. In addition, the opportunities of organizational mergers in the sport context were underrepresented. Also, there may be a fragmentation of beliefs and values among groups in changing policy priorities in the sport organization from elite sport development to mass sport development or vice versa (Steen-Johnsen & Vidar Hanstad, 2008). Thus, as the KSOC merger involves the varied sport development objectives of the KOC and the KOCOSA it seems likely that such a merger would experience diverse challenges. As such, examining the

case of the KSOC merger may provide a better understanding of the opportunities and challenges of mergers in sport in reorienting organizational directions.

Research Design and Data Analysis

A qualitative single-case study design (Yin, 2013) will be employed. More specifically, multiple types of documents and archival materials related to the KSOC merger (e.g., policy documents, archives, and newspaper clippings) are currently being collected. Additionally, semi-structured interviews (approximately 12) with key stakeholders directly involved in the merger (e.g., officials of the KSOC, national federations, and local sport councils) will be conducted (Summer 2018). Data analysis will occur in the form of a content analysis using the qualitative data analysis software ATLAS.ti 8.0 that facilitates the coding and retrieval of the data.

Results, Discussion and Implication

Preliminary findings suggest that opportunities and challenges coexist after the KSOC merger. Within the KSOC, new structures and practices were implemented to reorient organizational values and cultures to develop not only elite sport but also sport for all. However, due to lack of communication and cultural differences, there were conflicts among stakeholders in national federations. In terms of local sport councils, the lack of strategic merger planning and presidential leadership led to challenges (e.g., distrustfulness and confusion in terms of organizational direction among the staff) in post-merger integration. Data collection and analysis is currently ongoing and will be completed in summer 2018. As such, a more detailed review of the findings will be reported at the conference, and specific examples of the opportunities and challenges of the KSOC merger will be presented in order to support the results.

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Relationship Among Cooperative Learning, Trust and Team Effectiveness

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Aim

Past studies on teamwork learning or team effectiveness (Hackman, 1990; Halfhill et al., 2005; Shea & Guzzo, 1987; Stewart & Barrick, 2000) pointed out that sharing mental models, trusting each other, and monitoring each other in a learning team were the key variables, and they were also the basic conditions that affected the effectiveness of the team. Fransen, Kirschner, & Erkens (2011) proposed that mutual performance monitoring is a key factor in adjusting the variables for team effectiveness. In other words, sharing of the mind and mutual trust are conditional situations where there is sufficient mutual performance monitoring and prevents misunderstandings arising from mutual performance monitoring. This study was to explore the relationship among cooperative learning, trust, and team effectiveness in collegiate sports teams.

Theoretical Background

Since the purpose of mutual monitoring is to improve team efficiency, this is related to the concept of team learning behavior. Because mutual performance monitoring makes the interdependent relationship more important. The learning behaviors each team member mentioned (sharing, constructive conflict, and/or co-construction) formed the basis for discerning the three team types (Koeslag-Kreunen, Van der Klink, Van den Bossche, & Gijselaers, 2018). According to literatures, team effectiveness will vary with time. In the facet of the shared mental model, the research dimensions cover team effectiveness and team behavior (Edmondson,1999; Van den Bossche et al., 2006). The focus is on the role-playing and team vision of the members of the team. In addition, in the low level of mutual trust of the learning team, members tend to reduce interaction with teammates, and even reduce positive communication, that is, the concept of trust is felt in the team organization (Edmondson, 1999), because team members must feel safe to exchange information and communicate freely. Based on this theory, all team members should share things and feelings about the team while they feel safe. Therefore, there were 3 assumptions about the path relationships between the overall model facets of this study: Hypothesis 1: In the learning community, mutual trust has a significant impact on mutual monitoring. Hypothesis 2: Sharing mental models and task levels in the learning team is influential for mutual monitoring. Hypothesis 3: When environmental needs change and workload allocation problems do not occur, mutual monitoring can effectively predict team effectiveness in the learning team.

Methodology and Data Analysis

This study was to exploring the relationship among cooperative learning, shared mental models, mutual trust, mutual performance monitoring, and team effectiveness. The survey instrument integrated from Fransen, Kirschner, and Erkens (2011); Edmondson (1999); and Van den Bossche, Gijeslaers, Segers, and Kirschner (2006). A total of 465 sports team students form 6 universities were recruited. Questionnaires were distributed at the end of regular training. Prior to data collection, the participants were briefed on the purpose of the study. All participants were informed that their responses would be confidential and used for research purposes only. Participants who did not want to respond after reading the consent form and questionnaire had the option of returning a blank questionnaire. This study used

SPSS for Windows 17.0 and LISREL 8.54 software packages for statistical analysis and statistical analysis with α = .05 as a significant level. Depending on the purpose of the study, the study was based on the recommendations of Hair, Anderson, Tatham, and Black (1998), with measures of absolute fit, incremental fit measures, and parsimonious fit measures.

Results, Discussion and Implications

This research used confirmatory factor analysis (CFA) to understand the main aspects of the structural aspects such as shared mental models, mutual trust, mutual performance monitoring, and team effectiveness in sports teams. According to the overall model standardization and structure model parameter estimates, it is found that in the learning community, mutual trust has a significant impact on mutual monitoring. However, the results showed that mutual trust did not directly affect the relationship between mutual monitoring, and the fully standardized path coefficients (r = -.03, t = -0.22, $p > .05$) did not reach a significant level. Therefore, this study assumes that H_1 was rejected. Sharing mental models and task levels in the learning team had a direct impact (r = .97, t = 7.75, * $p < .05$) on mutual performance monitoring, and mutual monitoring can effectively predict team effectiveness in learning teams（r = .92, t = 10.62, * $p < .05$） so this study assumes that H_2, H_3 was accepted. The findings are not only support the university sports team through learning team to enhance team effectiveness but also support related sport hobbies to organize cooperative learning group for promoting sports.

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Stakeholder Management in English Non-league Football: The Case of Dulwich Hamlet FC

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Aim

Based on a case study of an English non-league football club, this paper seeks to understand how Dulwich Hamlet FC has increased its average attendances by 587% over a seven-year period. An increasingly high profile has been achieved by Dulwich Hamlet FC with numerous articles appearing in the local national and international media. Most of these articles have sought to describe the unique atmosphere at the ground with little attempt made to take a firm-centric position and analyse what the club have done to underpin this success.
This research uses stakeholder theory to analyse how the football club, which had a declining average attendance of 180 in season 2009/10, has managed to grow its attendances year on year so successfully. The longitudinal research considers the football club's approach to a wide range of stakeholders that includes the local community, fans, employees, refugees, emergency services, councillors, suppliers, and others. This case study therefore represents an appropriate research site with which to better understand the practical impacts of a progressive approach to *"those who can affect or are affected by the achievement of an organisation's objectives"* (Freeman, 1984, p. 46) at a football club and whether it is replicable in other sporting contexts.

Theoretical Background and Literature Review

Post et al., (2002) developed a view of the firm that stressed the role of stakeholder relationships in the creation of organisational wealth, which has been extended to demonstrate that business is about how customers, suppliers, financiers, communities and managers all interact to create value. The relationship between stakeholder theory and sport has been studied by a number of authors. Mason and Slack (1996) found that stakeholder theory provided a different way of looking at sporting relationships, with the recognition that wider stakeholder interests must become an essential element of the business strategies of sporting organisations.

Breitbarth and Harris (2008, p. 183) suggested that the idea of stakeholders was not new to football, especially in England and Germany with their heavy intertwinement with other social networks. Further, that football clubs can position themselves as highly relevant and influential social, economic and political agents (Breitbarth & Harris, 2008, p. 186). Esteve et al. (2011) found a strong link between the quality of the relationship between sports clubs and external stakeholders related positively to their contributions; similarly Kalliopi (2009) found that in the Australian context, despite an increased commercialised and professional environment, a cooperative approach to stakeholders meant that volunteers were still the most valuable asset to sports. Despite this, there is still little empirical research that sets out how working positively with stakeholders, widely construed, can impact in a football club context and whether such work is replicable at other sports organisations.

Methodology and Data Analysis

Data was collected in three ways over five years between 2012 and 2016. The first author was Secretary of the Supporter's Trust during this period and made use of notes made during this time; a series of semi-structured interviews (8) were carried out in 2016; in addition to

secondary material. The methodological approach to the study was informed by the interpretive research paradigm. The method for data collection was underpinned by the idea that there are multiple realities, co-constructed by the interpretations of the research participants and the researcher in answering the main research question as to how Dulwich Hamlet has been able to increase its attendances so markedly over the seven year period under consideration. In this case the interviews were broadly analysed for reasons related to the success of the football club (as defined by increasing attendance), together with those linked to concepts from stakeholder theory and the corporate social responsibility literature. The same approach was taken to secondary material. These central themes, supported by both primary and secondary data, are detailed in the results and discussion section below.

Results, Discussion and Implications

The analysis of the data revealed three inter-linked themes relevant to the increased attendances, two of which can be specifically linked to stakeholder theory and corporate social responsibility. Firstly was the support of new owners which opened-up the possibility of greater interaction with its local community; secondly, the development by a number of individuals of specific campaigns to attract a wide range of people that may not previously attended non-league football. Linked to this was the friendly approach of existing supporters, which helped to turn visitors into supporters. The third theme related to the style of football, might also be argued by some to be good practice in attracting bigger crowds and socially responsible. In conclusion, it can be seen that an inclusive approach to stakeholders, widely construed, can have a very positive impact on attendances at sports clubs and specific elements may be more widely replicable within a strategic stakeholder management plan.

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Innovative Cultures in Professional Sports: The Role of Servant Leadership in Fostering Employee Cooperation, Creativity, and Satisfaction

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Aim

As sport organisations continually strive for advantages over their competitors, an emphasis on innovation and creativity has materialised as a mechanism for increased performance on and off the playing field. Other than a few studies which have considered leadership as an enabler of technological innovation (e.g., Hoeber & Hoeber, 2012), little attention has been given to the role of leadership in the innovation process within the field of sport management. The current research addresses this need, while also answering a call for additional investigation in the emerging area of servant leadership within the sport environment (Welty Peachy, Zhou, Damon, & Burton, 2015). The primary purpose of this research was to investigate the impact of servant leadership on the development of innovative cultures in professional sport organisations, as some leadership styles may be more effective than others depending upon the context and desired outcomes. The second aim of the study was to assess the role of innovative culture in the promotion of important workplace attitudes, such as perceived cooperation, creativity, and employee satisfaction.

Theoretical Background and Literature Review

Previous research indicates that the culture of an organisation is heavily influenced by leadership, where leaders shape the culture through various behaviours such as role modeling, reward allocation, and reaction to crises (e.g., Schein, 2010). The current study focuses on a specific type of organisational culture, where innovation is at the core of the workplace environment. Innovative culture refers to an organisation's general openness and orientation to new ideas and change, where originality and creativity are valued and accepted as normal behaviour throughout the organisation (Wang & Miao, 2015). With the appreciation that innovation can stem from any member of work groups, this research proposes that servant leadership is uniquely positioned to cultivate an innovative culture within sport organisations. Servant leadership refers to a style in which leaders are primarily concerned with serving their followers and forfeit their own self-interests in favour of bolstering the personal growth and success of their followers (Greenleaf, 1977). This type of approach to leadership has been shown to be positively related to a number of organisational outcomes, including employee commitment, team effectiveness, and organisational citizenship. In turn, the current research proposes that an innovative culture stimulated by a servant leadership style will lead to attitudinal outcomes which provide a foundation for innovation in the workplace.

Research Design and Data Analysis

The participants for this study were employees (n = 412) from the following professional sports leagues: Major League Baseball (MLB), Major League Soccer (MLS), the National Basketball Association (NBA), the National Football League (NFL), and the National Hockey League (NHL). The data were collected using an online survey emailed to a random sample of employees working in business operations departments within their organisations (e.g., marketing, accounting, etc). Construct items were selected from tested instruments which have previously been shown to be valid and reliable in the literature. Construct reliability and

discriminant validity assessments for the latent constructs were conducted through confirmatory factor analysis techniques widely accepted in the literature (Fornell & Larcker, 1981). To test the hypothesised research model, the final phase of the analysis utilised structural equation modeling to assess the significance of the relationships between the focal constructs. Alternative models were also considered in relation to additional perspectives from the literature.

Results and Discussion

The results from the structural equation analysis confirmed a positive relationship between servant leadership and innovative culture, which in turn had a significant effect on employee levels of cooperation, creativity, and job satisfaction. All fit indices indicated good fit with the data for both the measurement and structural models. The current findings suggest that managers in professional sports organisations should consider a servant leadership approach when the goal is to create a more innovative environment. While innovative culture is positively associated with important workplace outcomes such as employee creativity, cooperation, and job satisfaction, it may also produce a nexus of attitudes strategically positioned to enable a competitive advantage at the organisational level.

Conclusion and Implications

The findings from this study support the proposition that a servant leadership style can be a significant enabler of innovative cultures in professional sport organisations; an environment which is often referred to but seldom researched. Culture of this type also predicts key workplace attitudes which are inherently positive and may serve as building blocks for meaningful innovations. This research provides a theoretical connection between servant leadership and innovative culture, and the hypothesised research model reveals a pathway for sport managers to foster an innovative and healthy workplace environment. The findings also encourage further exploration into a high potential area for augmenting organisational performance.

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Examining Staff Motivation in Sport for Development and Peace: An Application of the Multidimensional Work Motivation Scale

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Aim

Although motivation has been extensively studied regarding volunteers in sport organizations, little remains known about paid staff members' motivation, particularly in Sport for Development and Peace (SDP) organizations. Prior literature suggests that SDP managers are driven by a combination of intrinsic and extrinsic factors (Welty Peachey, Burton, Wells, & Chung, 2018; Welty Peachey, Musser, Shin, & Cohen, 2017). However, little remains known about how staff motivations influence employee satisfaction and well-being. Therefore, the aim of this study was to empirically examine staff members' motivation in SDP and the relationship between different types of motivation and job satisfaction, intention to turnover, and psychological wellbeing.

Theoretical Framework

Self-determination theory (SDT) served as the theoretical framework guiding this study. SDT offers a valuable theoretical framework for understanding an individual's intrinsic or extrinsic motivation in public and nonprofit organizational settings (Deci & Ryan, 2000). Gagnéet al. (2015) advanced SDT theory by identifying four underlying dimensions: intrinsic motivation, external regulation, introjected regulation, and identified regulation. Intrinsic motivation refers to the drive to complete an activity because it is enjoyable and interesting to oneself. The other three dimensions represent different types of extrinsic motivation based on the extent to which the motivation is internalized. In other words, internalizations refer to when the motive to complete an activity, which was previously regulated by external factors, becomes internally regulated (Deci & Ryan, 2000). External regulation motivation is identified as doing something in order to avoid punishment from others (i.e., social) or to obtain rewards (i.e., material). Introjected regulation refers to doing something out of guilt, shame, or other internally pressuring forces. Lastly, identified regulation indicates to be doing an activity because of the value it represents to oneself. Identified regulation is distinctly different from internal motivation since an activity is completed for the instrumental value that activity represents to an individual (identified regulation) compared to the drive to do something because the activity itself is enjoyable and fun (intrinsic motivation).

Methodology and Data Analysis

A quantitative survey design was used to address the purpose of this study. Data were collected through an electronic survey distributed to 1,120 staff members of SDP organizations in the United States. A total of 215 surveys were received for an initial response rate of 19.2%, 16 of which were excluded from the final analysis due to incomplete responses. Motivation was measured using the Multidimensional Work Motivation Scale (Gagné et al., 2015), which has been extensively validated with sound psychometric properties across multiple contexts and languages. Survey items were also adopted from the Schwartz Outcome Scale-10 to measure psychological wellbeing along with the inclusion of the pre-existing Job Satisfaction Scale and Intention to Turnover Scale to measure relevant constructs for the purpose of this study. Data were analyzed through independent t-tests, analyses of variance, and regression analysis to examine potential differences in motivation based on gender, position, length of employment, level of education, and compensation, as well as the

relationship between motivation and work outcomes (psychological wellbeing, job satisfaction, and intention to turnover).

Results

Overall, high levels of identified regulation and intrinsic motivation, followed by introjected regulation extrinsic regulation-social and extrinsic regulation-material characterized staff members working for SDP organizations in the U.S. Significant differences, however, were identified in regards to staff role (identified regulation and intrinsic motivation), gender (identified regulation), length of employment (extrinsic regulation-social), and level of education (extrinsic regulation-material and introjected regulation). Furthermore, employee motivation significantly predicts job satisfaction (F= 15.530; $p\leq$ .001; R^2 = .29), intention to turnover (F= 11.797; $p\leq$ .001; R^2 = .23), and psychological wellbeing (F= 8.572; $p\leq$ .001; R^2 = .18). Intrinsic motivation was the most influential factor across all three variables, but extrinsic regulation-material and introjected regulation were also significant in predicting the psychological wellbeing of employees.

Discussion and Implications

The findings of this study contribute to the literature on motivation in SDP (Welty Peachey et al., 2017, 2018) in several ways. The results from this study highlight the multidimensional nature of motivation among SDP staff members and the importance of distinguishing between different types of extrinsic motivations. Organizational leaders need to recognize the importance of differentiating their behavior to align with staff members' work motivation. This is also the first study to apply the Multidimensional Work Motivation Scale to the SDP context. Findings from this study provide a benchmark for future studies examining motivation among SDP organizations across different geographical locations. Furthermore, the results of our analysis also indicate the importance for SDP managers to acknowledge the significant differences in motivations based on the role, gender, length of employment, and level of education of SDP staff members. In addition, the findings from this study also indicate the significant influence of different types of motivation on employee satisfaction and well-being.

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Strategic Human Resource Management in Professional Soccer: Identifying the Reasons for High Turnover Rate and Ineffective Transfer Practice in the K-League

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Aim
This exploratory study, which sought to identify the reasons for the high turnover ratio of foreign players in the K-League, included an analysis of the perspectives of the main stakeholders involved in the recruitment and release process. Also, this study was designed to propose a procedural model that could capture the detailed process of player recruitment to identify commonly made errors, which contribute to the high turnover ratio of foreign players.

Theoretical Background and Literature Review
With its rise to regional prominence in Asia, the Korean professional football league (K-League) has undergone structural adaptations, including the expansion of teams and the inclusion of foreign players. Both of these changes are in accordance with the adapting regulations that have been purported to work in elevating the quality of the league (Manzenreiter & Horne, 2004). Regarding international talent, the K-League allows each team to have up to four foreign players on its roster.

The successful integration of foreign players has been considered instrumental in winning games in international football (Flores, Forrest, & Tena, 2010). Despite significant financial and physical commitments required in the recruiting of foreign players, there has been a high turnover ratio for such recruits. During the 2017 K-League season, 22 of the 52 foreign players were either released or recruited in the middle of the season. This high turnover ratio (42.3%) is not a temporal phenomenon, rather it represents a permanent aspect that underpins Korean professional football as an examination of five recent season revealed that the mid-season turnover ratio of the foreign players has remained at around 40%. From the team's perspective, such turnover causes issues such as the need for re-engaging in a recruitment procedure within a limited timeframe and the need to provide extra remuneration to the departing player for the early termination of the contract.

Human resource management literature in sport views teams as people-oriented organizations (Taylor, Doherty, & McGraw, 2015) in which human capital is regarded as most crucial managerial consideration (Chelladurai & Kerwin, 2017). In line with this view, professional players are the main assets for every professional clubs. Of the limited research in this area (e.g., Schokkaert, 2016), findings have revealed that human capital turnover has little to no relevance to the player management as the process, goals, and strategies for recruitment and release significantly differ from typical organizations. Literature on employee turnover in football has investigated the effect of in-season manager changes (Besters, van Ours, & van Tuijl, 2016), while scrutinizing the dynamics that lead to player turnover remains an understudied area. However, as the problems associated with the management of foreign players is vivid, tracing the spectrum of the recruitment practice from the point of talent identification to contract termination is essential to discover the underpinnings of the high turnover ratio.

Research Design and Implementation

A qualitative research design was adopted to secure in-depth data through the use of semi-structured interviews. Twelve K-League stakeholders - two general managers, five head coaches, and five agents - were interviewed. Each participant was interviewed at least once and the length of interviews ranged from 45 to 90 minutes.

Results and Discussion

Through the analysis of the collected data, nine distinctive steps were identified, which can be classified into three distinct phases of player identification and recruitment cycle. The *identification phase*is composed of three stages; need assessment, data collection, and identification of possible players. The *negotiation phase*consists of observation, identifying barriers, and actual transfer. The *integration phase*is made up of adaptation of players, performance evaluation, and action for making contractual decision. Having identified the procedural steps, participants provided a wide spectrum of ideas regarding what might contribute to the high turnover ratio; however, the most common themes that emerged involved the following: inefficient communication system between the stakeholders, underdeveloped scouting strategies, in-group tension and conflict, imbalance in bargaining power, and group culture that favors immediate results over long-term success.

Conclusion and Implications

As the results of this study reveal the possibilities of using a different theoretical approach to address the dynamic of human resource management in the realm of professional players. Starting from the identification phase, the practice of recruiting professional athlete differs from the process in a usual organization setting. This finding can be used to develop a procedural model that incorporates critical components. In addition, the findings of this research can assist practitioners as the results reveal commonly made mistakes that lead to ineffective recruiting and recruits. Reflecting on the process and problems, by reflecting on the results of this study practitioners will be able to reduce the level of uncertainty and risk in their foreign player investments.

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Exploring Key Stakeholders' Attitudes towards Education in Professional League Football

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Aim

This research explores attitudes held by key individuals (e.g. managers, support staff, owners) towards formal (UEFA-based) and university-based education in English and Norwegian professional league football. This research, utilizing rich qualitative data, can facilitate more efficient leadership and management of professional sports clubs.

Theoretical Background and Literature Review

Due to the rapid changing environment and the increasing size and professionalization of football clubs, further explorations have been called for by researchers to offer a more accurate description of what the present football management landscape actually entails and which skills are needed to operate effectively (Morrow, 2014). Despite the considerable professionalization of football over the last decades, perceptions among key individuals vary in terms of the utility and appropriateness of the types and sources of education and knowledge required for managing a professional football club (Herskedal, 2017). This is important because, aspects of professional football culture have proved remarkably resistant to embrace education and academia (Kelly, 2008). Consequently, it is important that clubs stakeholders can identify the most appropriate measures that can prepare football club for future demands, and a contextual understanding based on key individuals' reflections (Gammelsæter, 2013).

Research Design and Data Analysis

This current paper is drawn from a broader investigation that explored effective management practices in English and Norwegian professional league football. This research utilises individual semi-structured interviews with club owners (N=2), managers (N=16), members of support staff (N=10), senior stakeholders (N=8) and educators (N=3). Following digital recording, the interviews were transcribed verbatim and subjected to inductive content resulting in a number of interrelated themes.

Results and Discussion

The results revealed a number of views concerning the quality and need for education across competitive levels and national borders. First, at a national-cultural level, there were different attitudes between English and Norwegian/Swedish managers concerning how they perceived the difficulty level of the UEFA based coach education. Unsurprisingly, Norwegian Premier League managers (holding a university degree) perceived the UEFA based education as quite undemanding, whereas managers lacking a university background perceived the UEFA based education as rather challenging. Unlike previous findings, most of the managers were concerned about their personal development and expressed a positive attitude towards education. Second, senior stakeholders expected prospective managers to possess the required skillset to develop their own and their backroom team competencies prior to securing a managerial position. In educational terms, this involves their use of self-directed learning (Nelson, Cushion, & Potrac, 2006). Moreover, senior stakeholders viewed self-directed learning, the ability to think critically regarding informational sources and the ability to integrate this knowledge into the applied setting, as a crucial aspect of football management.

One implication is that, because such skills are normally developed in academia, senior stakeholders should consider the manager's educational background and learning skills in the recruitment phase. Furthermore, the ability to utilize the capacity of a highly specialized and educated team of staff requires managers that can utilise and adopt self-reflection and communication. This latter point is important to consider when educating and recruiting managers. Finally, the owners' personal reference of what is needed to bring the club forward seemed to influence the composition of the club's personnel. For example, some owners switched personnel depending on their gut feeling and thoughts as a former footballer, while other owners were more concerned with hiring experts with complementary skills and allowing them to carry on working without any input from the manager. The findings indicate that owners' attitudes towards education and knowledge might vary depending on their background and intentions.

Conclusions and Implications

These findings suggest that professional football managers can be better equipped, and prepared, for management through more engagement with formal education. Moreover, given that an academic background tends to accelerate both the communicative skills and learning abilities needed to operate effectively, educators, employers and the managers themselves should consider seeking a helping hand in academia.

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Collaborative Dynamics and Processes Among Nonprofit Sport Organizations

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Aim and Research Question.
Collaborations have become commonplace for sport organizations. Although, the scholarly activity in collaboration within the sport management field has importantly evolved over the past decade, Babiak, Thibault and Willem (2018) recently noted that the mechanisms of interaction and processes of collaboration remain insufficiently examined. Understanding the dynamics of collaboration– how collaboration occur and work – ultimately remains an important question. This is indeed a critical in understanding how collaboration sustainably evolves over time. Furthermore, identifying mechanisms and micro-processes that make up the stages of implementation may be a way to overcome implementation difficulties (Seitanidi & Crane, 2009). Therefore, these may be important factors explaining why some collaborations succeed and others fail (Babiak et al., 2018). This study examines collaborative dynamics and processes among nonprofit sport organizations (NPSOs). There is a relative paucity of research in the field of nonprofit management research on collaboration on nonprofit collaboration processes (Guo & Gazley, 2015). In the sport literature, few studies have examined collaboration among nonprofit sport organizations (Sotiriadou et al., 2017). Noticeably, like their professional sport and business counterparts, NPSOs increasingly engage in collaborations to handle community and societal needs. However, the existing literature falls short in uncovering the collaborative mechanisms among NPSOs in the delivery of programs that are not core organization's mission. In reality, most research on collaboration for social responsibility has examined NPSOs as recipients of these partnerships (Seitanidi & Crane, 2009). This article addresses these knowledge gaps by examining the key factors underlying collaboration process among NPSOs for social responsibility programs. This research addresses the following research question: how do collaborations among NPSOs occur and evolve?

Theoretical Background and Literature Review
The present study is fundamentally guided by partnership implementation and management theory. Bryson, Crosby and Stone (2015) identify key components of the collaborative process and structures (i.e., trust and commitment, communication, legitimacy, collaborative planning, contextual influences, ambidexterity, leadership, governance, technology and collaborative capacity and competencies). Seitanidi and Crane (2009) propose three stages important in the development of process models of implementation. Their model identifies micro-processes of selection, design and institutionalization that typically feature in collaboration for social responsibility. Selection involves deciding associational form, assessing the partners' options, assessing the risks. Design includes experimentation, adaptation and operationalization. Institutionalization refers to relationship mastering and personal familiarization. Sport-related research (Babiak & Thibault, 2008; Sotiriadou et al. 2017) found that informal control mechanisms often dominates informal control of nonprofit collaboration management.

Research Design and Data Analysis
This study builds on single case study research design. This study examines dyadic interorganisational relationships between sport federation and its sport member-clubs. Data

were collected by means of interviewing 14 key informants in Belgian hockey national and regional sport federations and its member-clubs involved in the implementation process of CSR programs through collaborations. The interview guide addressed the motives for collaborating, the nature of the collaboration, the purpose of the collaboration, the type of resources exchanges, the structure of the relationships, the role and responsibilities of the actors. The data are complemented by one observation at a program meeting and organizational documents as well as organizations' websites. Building on the related literature and employing an abductive approach, data were content analyzed using the Nvivo Software.

Results and Discussion

This research identifies key mechanisms of selection, design, and institutionalization that feature nonprofit collaboration process. Overall, this study showed that findings from cross-sectoral collaboration may not necessarily apply to collaboration among NPSOs (Babiak & Thibault, 2008), while the nature of the collaboration induces differences with collaboration for core mission (Sotiriadou et al., 2017). In particular, the findings revealed that the federations and the clubs are engaged in a top down and bottom up process through both formal and informal control mechanisms. Committed individuals – champions – as well as boundary spanners with strong personal or network of contacts have enabled the institutionalization of the collaborations. Besides, flexible structures and coordinated balanced management were crucial to adjust to different changes across the life cycle of the collaborations. Importantly, organizational learning to partner, from partners, and from unsuccessful experiences have importantly contributed to the adaptation and the sustainability of the collaboration.

Conclusion and Implications

Collaborations have been one of the most challenging implementation mechanisms to deliver social responsibility efforts. To date, the literature has mostly examined one type, namely cross-sectoral social partnerships. We contend that this organizational challenge is also evident in collaboration among NPSOs for social responsibility programs.

By the time of the conference, this ongoing-research intends to suggest a model reveals key management mechanisms and factors driving collaboration among NPSOs for social responsibility. This model will deepen the understanding of how such collaboration rise and evolve. Furthermore, this may have broader implications for the sport and nonprofit collaboration literature calling for such efforts (Babiak et al., 2017; Gazley & Guo, 2015).

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The Impact of Value Creation on the Performance of Football Clubs in Colombia Mediated by Co-Innovation

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Aim and Background

Research has focused the study of innovation in sport on particular innovative products (Desbordes, 2002), on user-innovators (Lüthje, 2004) and on determinants of innovation (Hoeber & Hoeber, 2012; Winand et al., 2016), but little has been written on the impact of innovation or co-creation of value for non-profit sport organizations, with the exception of Wemmeret al. (2016) who identified a positive link between innovation and performance. Winand and Hoeber (2017) have also highlighted the importance for sports organizations to innovate as it contributes to improve their performance. Innovation developed through the creation of value, has as a present and future foundation the creation of value together through co-innovation (Lee et al., 2012). According to Bugshan, (2015) co-innovation has been defined as a collective process of creation and dissemination of knowledge, as well as the development and evaluation of creative ideas among different actors to achieve innovations through virtual platforms. However, research has shown little attention on the effects of co-innovation for NPSOs. The present study aims to investigate this gap by analyzing the impact of value creation on the performance of amateur football clubs in Columbia (CLubsAF) and the mediating role of co-innovation.

Research Design

The present study focuses on amateur football clubs in Colombia. These clubs are socially recognized due to the popularity of the sport, but their management is fragile and precarious, and they lack knowledge on innovation processes (Lemoine et al., 2014). Based on the above, a conceptual model has been proposed which relates the constructs of value creation and performance of NPSOs, mediated by co-innovation. The impact of value creation is measured through the dimensions of new businesses, technologies, processes and partners (see Clauss, 2016). Performance is measured through multi-dimensions such as sports, customers / members, communication and image, finance and organization (Winand, Zintz, Bayle, and Robinson (2010). Co-innovation, as a mediating variable, is measured by concepts such as ideation, communication and collaboration (see Abhari, Davidson, & Xiao, 2017). The main hypothesis (out of 10 detailed ones) is that co-innovation mediates the relationship between value creation and performance in amateur football clubs in Colombia. A quantitative approach is chosen through the use of PLS-SEM method. The items selected for the study were 8 for value creation (Clauss, 2016), 12 for co-innovation (Abhari et al., 2017), and 20 for performance of NPSOs (Winand et al., 2010). The collection of the data was carried out with self-administered questionnaires completed by 345 sports and administrative managers of ClubsAF between February and April 2017, with a response rate of 48%. For the analysis of the data, the measurement validation of the instrument for formative and reflective constructs was carried out, and subsequently the evaluation of the structural model.

Results and Discussion

The results have shown that the ClubsAF were creating value in the services they offer, and that directly and positively influenced the performance of the sport dimensions (t=9,955;

β=0,418), clients / members (t=9,188; β=0,383), communication and image (t=8,188; β=0,352), finance (t=9,075;β=0,350) and the organizational dimension(t=9,190; β=0,373); Likewise, results revealed the mediation of co-innovation between the creation of value and the performance dimensions of NPSOs: clients/members (t = 4.129, VAF = 0.20), communication and image (t = 3.936 , VAF = 0.22) and finance (t = 3.482, VAF = 0.21). This confirms that the creation of value when carried out through co-innovation in ClubsAF directly and positively impacts these performance dimensions. The results showed that: I) The creation of value in sports organizations is shaped by new processes developed with internal and external actors within the organization; II) Co-innovation in sports organizations is formed by communication platforms, where information is exchanged to create new services; III) The creation of value has a greater positive impact on the sports performance generated by the creation of new internal processes in the organization; IV) The creation of value mediated by co-innovation has a greater impact on the performance of communication and image of sports organizations, influencing the dissemination of information between members / clients; and, V) The creation of value mediated by co-innovation has a greater impact on the financial performance of sports organizations. This means that sports organizations through co-innovation can strengthen their capabilities, technologies, relationships with partners and technologies, influencing maximizing economic benefits for the organization. The limits of the methodology have been the study of the creation of value, co-innovation and performance in amateur football organizations for different developing countries. Likewise, co-innovation is a concept rarely studied in the area of sports management.

Conclusion

This study suggests that the generation of ideas in collaboration with internal and external actors through co-innovation or co-creation of value impacts on the creation of new and improved products, services or activities for NPSOs.

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An Athlete's Attitude Toward His Hometown: Professional Baseball Players' Display of Sense of Community as a Responsibility Toward Their Hometowns

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Background and Objective

Our study investigated the structure of displaying a sense of community as a responsibility toward the hometown with respect to professional baseball teams' players. A "community-based" sport organization that has a hometown in a specific area not only pursues profit, but also interacts and socializes with the hometown to maintain good relationships and for sustainability. People regard them as symbols of the community. Thus, they are required to provide the appropriate community service in "public interest" (i.e., corporate social responsibility or CSR). Sport organizations must engage in CSR activities in their hometown because the players, who attract attention, have to maintain a good relationship with their communities (Walker & Kent, 2009). This also leads to better stakeholder management (Babiak & Wolfe, 2009). Many researchers have investigated how sports managers decide CSR activities, or how fans and local residents recognize and evaluate them. Nevertheless, though players are the main parties, only few studies have evaluated their motives and attitudes toward hometown activities. We thus focused on the players' psychological states to clarify their appropriate attitude toward their hometowns. To this effect, we chose "displaying a sense of community as responsibility"—widely discussed in community psychology—as the preferred perspective.

Theoretical Background

The sense of community (SOC) is "a sense of belonging and responsibility among community members" (Sarason, 1974). There are broadly two kinds of SOC—for individuals to satisfy their needs (McMillan & Chavis, 1986) and for individuals to fulfill their responsibilities (Nowell & Boyd, 2010). We apply Nowell and Boyd's (2010) *sense of community as responsibility* (SOC-R), and define it as "SOC-R toward the hometown of professional baseball players." A community-based sport organization is sometimes regarded as the community's symbol, placing them in a situation where their social responsibility must be fulfilled. According to Nowell and Boyd (2010), the individual fosters SOC-R by developing personal values, norms, ideals, and beliefs about what is appropriate within a given social context. They also suggested that SOC-R has a positive influence on community engagement. Therefore, it is logical that it would positively relate to the quality of CSR activities. Although the theory explains that the antecedents of SOC-R comprise a personal belief system and the community context, no study has investigated the factors that could foster this system in the given context. Maeda et al. (2018) conceptualized SOC-R with respect to the hometowns of players of professional baseball teams. They determined the antecedents as "being a role model," "maintaining good relationship," "hometown attachment," "passion (harmonious/obsessive)," "pride," and "team identification," comprising the personal belief system of professional athletes in the context of having a deep involvement with the hometown.

Research Design and Data Analysis

This study poses the question: "What fosters SOC-R toward the hometowns of players of professional baseball teams?" To assess this, we constructed a hypothesis model largely based on two personal belief systems as antecedents for SOC-R—one related to the hometown (H1), and another to the team activities (H2).

H1a-b: "Being a role model (H1a)" and "maintaining good relationship (H1b)" have positive affect on "hometown attachment."
H1c: "Hometown attachment" positively relates to "SOC-R."
H2a-c: "Harmonious passion (H2a)," "obsessive passion (H2b)," and "pride (H2c)" have positive affect on "team identification."
H2d: "Team identification" positively relates to "SOC-R."

We collected data from players of different professional baseball teams from the independent league in Japan. The research term lasted from March to May 2018. Based on Maeda et al. (2018), we measured 38 items predicting seven factors, and distributed questionnaires to the players, collecting 157 total responses. To assess the reliability and validity of the measurement scale, we conducted a confirmatory factor analysis. Next, to investigate the influence of each factor on SOC-R, we used the structural equation modeling (SEM) to assess the hypotheses.

Results and Implications

We confirmed the reliability and validity of the scale after excluding eight items owing to low factor loadings. Although the AVE of "team identification" exceeded the recommended threshold, the overall scale was within the acceptable range.

We tested the examination of the hypothesized relationship using SEM. The hypothesized model demonstrated acceptable fit to data (x^2/df= 1.684, CFI= .902, TLI= .885, RMSEA= .066). We then identified the significance of all paths (H1a-c, H2a-d). Our results showed that hometown attachment and team identification enhance players' SOC-R—that is, by behaving better for society, and fostering passion and pride for team activities.

Our study expands the extant literature on professional sports organizations from the viewpoint of player management. From a managerial viewpoint, besides managing players to play baseball, we suggest sports managers to educate players in the development of appropriate attitudes toward their hometowns.

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"You Cannot Tell Every League in the Country How to Organise Their Leagues" – The Implementation of a National Football Development Plan for the Republic of Ireland

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Aim
The researchers examined the process by which the Football Association of Ireland instigated proceedings within a network governance system to dictate policy regarding youth player development practices. The primary aim of this study was to examine the reaction of its stakeholders to the initial proposal and implementation process.

Theoretical Background and Literature Review
The Football Association of Ireland (FAI) is the UEFA recognised governing body for football in the Republic of Ireland. It is the parent body to the Schoolboy Football Association of Ireland (SFAI) who are the governing and administrative body for players' aged under 16. In 2015, the FAI produced a 'Player Development Plan' which attempted to create uniformity in how young players experience football across the 32 leagues that comprise youth football (FAI, 2015). This plan has been met with varying levels of buy-in from the stakeholders. The fundamental task of a National Governing Body (NGB) is to ensure that member organisations follow established rules and regulations (Chelladurai & Zintz, 2015), thus the management of stakeholders is an essential part of football governance. The 'top-down' system has given way to a complex system of inter-relationships between stakeholders, each looking to exert power and draw on alliances (Henry & Lee, 2004, p. 28). Contemporary stakeholder theory emphasises the importance of mutual enrichment and nurturing rather than control or domination, which requires the primary organisation (i.e., FAI) to internalise the unique perspectives of its stakeholders (i.e. SFAI) to facilitate and promote growth within the organisation (Buchholz & Rosenthal, 2005). Whilst this governance system seeks to be a collaborative process it can often exacerbate patterns of historically derived interactions between actors (Shilbury et al., 2013), for example FAI and SFAI interactive patterns and dimensions.

Research Design and Data Analysis
A single case, qualitative methodology was deemed most appropriate as it allowed the researcher to go beyond descriptions and attempt to gain an in-depth understanding of the complex relationships being explored in a context-specific setting. Eleven interviews were conducted with primary stakeholders in youth football governance in the Republic of Ireland. Participants were selected using a purposive sampling strategy based on their role within the FAI and SFAI strategic apex. This approach supports the use of smaller sample size numbers as it ensures richness of data in terms of the diversity and characteristics of views that the sample represents (Ritchie et al., 2014). Participants included Executive Council members (4), League Secretaries (4) and Grassroots Development Committee members (3). Thematic analysis used both a deductive and inductive process, which saw the incorporation of contextual analysis after theoretical data had been collected and analysed. Initial coding was based on constructs related to stakeholder and network theory. Along with these conceptual codes, relationship codes, participant perspectives and characteristics code types (age,

geographic location, paid/unpaid position) were also utilised which facilitated analysis within and across the cases and allowed for greater insights and overall contextual analysis.

Results and Discussion

The key findings of this study were that acceptance of the development plan was related to historical experiences of SFAI members with the FAI. Concepts of trust, fairness, communication style and power dynamics were key in influencing this relationship and subsequent initiative acceptance. Sense of player 'ownership' by the SFAI remains a key tension point between the two governing organisations related to player development. Historical tensions also impacted on the FAI engagement process with the SFAI, with the FAI being 'fed up of their behaviour' thus taking a 'really strong hand', which was seen as being 'very dictatorial' by SFAI members. A lack of congruence throughout the governance system was identified, which resulted from ineffective stakeholder management by the FAI (i.e. poor communication practices leading to perceptions of inaccurate disclosures and a perceived lack of inclusion in the decision-making process). Expectations of behaviours by the FAI varied between members of the SFAI, with some welcoming the dictation of policy at national level while others preferred to continue to independently determine policy within the network system of 'our players and our leagues'.

Conclusion and Implications

The response of primary stakeholders to their own player development guidelines being superseded provides insights into operational practices and difficulties for a NGB in relation to stakeholder management. Cultural incongruence within the network football governance system is exacerbated by historical patterns of interaction which influence prospective policy implementation. Stakeholder management and governance is complicated by a multitude of preferred communication approaches and procedural expectations by stakeholders, often from within the same organisation (i.e. SFAI). Structures of football in the Republic of Ireland demonstrate some of the challenges of multilevel, network governance to develop and instil a coherent approach to policy formation.

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The Match-day Event: Analysing Supplier Relationships in Professional Football

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Aim

Given the importance of cooperating and creating strategic supplier partnership in various industries there is a lack of research within the domain of sport (Kauppi et al., 2013). To address this gap, this research is concerned about the relationship between professional football clubs (PFCs) and the suppliers of the core product, the production of sporting events (Szymoszowskyj et al., 2016). Hence, the aim of this study was to explore how PFCs strategically choose, evaluate and integrate their match-day suppliers in their match-day supply chain.

Theoretical Background and Literature Review

The term 'supply chain' evolved from Porter's value chain and can be conceptualized as a network of organizations that are involved (through upstream and downstream linkages) in the different activities that produce value in the form of products and services into the hands of the end consumer (Christopher, 1998). The management of these relationships is supply chain management (SCM) aiming to help managers to create and operate a seamlessly co-ordinated supply chain. We employ one of the five distinctive dimensions of SCM practices (Li et al., 2006). Strategic partnerships with suppliers enable organizations to work more effectively with a few important suppliers who are willing to share responsibility for the success of the products and/or services (ibid.). With the commercialization of the game and developments of stadium designs, match-day operations of PFCs covers various areas, e.g. ticketing activities, catering activities from kiosks to high quality catering in the hospitality areas and VIPs, where added customer value is created through better seats, restaurant quality food and features of enhanced comfort, services and exclusivity. In addition, services related to a one-stop shop and/or various booths selling numerous merchandize products and entertainment activities for different types of fans need to be organized alongside other supportive services such as internet technology, security, logistics, and cleaning.

Methodology and Data Analysis

A multiple case study design was adopted for research covering 5 PFCs with similar characteristics (SMEs, strategic aims, successful in their domestic leagues in Europe). Purposeful sampling during 2017 was used to identify the right respondents (CEOs and Operation managers) and administrative documents as well as in-depth semi-structured interviews (N=10) were used as a unit of analysis. Nvivo 10 analysis software was used to code and thematically organize the transcribed data. Braun and Clarke's (2006) step-by-step guide on thematic analysis was used as the general procedure for data analysis.

Results and Discussion

Given its recurring character we assumed that matches of PFCs are rather standardized. That was not the case; each match-day supply chain differs from one PFC to another. Moreover, each match need to be prepared differently given the importance and size of the match (e.g. standing of opponent, distance, competition). Some of the PFCs perform match-day activities in-house while others rely on third-party suppliers through subcontracting or outsourcing

partnerships for event and promotion activities perceived as not core to the event, like security, catering, stewarding, ticketing). Choosing an external supplier for specific support services was also due to a higher competence by the supply chain partner and/or the lack of expertise by the PFC. In other cases, the PFCs' operation managers are aware that they might receive better prices and arguably a better quality from other suppliers, however do not consider to switch as these suppliers are also engaged as sponsors. This strategy can be characterized as strategic cooperative relationships with a supplier in order to achieve a long-term goal, especially when the supply chain partner delivers his products or services as sponsorship in kind. Whether these kind of exchange relationships is the most effective choice in business terms, this needs to be further investigated.

Conclusion and Implications

Given the football business PFCs have to rely on suppliers that are flexible in their services. Suppliers need to be able to handle unpredictability with speed and flexibility. Evidently, these agile processes do not apply for all services at the match-day, for instance ticketing service processes can be standardised. Our sample also implies that PFCs today put more strategic awareness on services at match-day and therefore, PFCs have become more and more depended on their suppliers. However, supplier evaluation seems to be completed on an improvised basis in PFCs and they rarely seem to have distinct supplier evaluation criteria in place. Overall, the supplier capabilities and criteria, which seem to matter most, are quality, both in terms of the product/service itself and their delivery capabilities, and flexibility. Finally, we conclude that PFCs integrate business processes with suppliers. However, supplier integration is mainly in form of supplier's behaviour monitoring. Some of the PFCs seem to strategically initiate activities with their suppliers such as integrating behaviour, facilitate information, share risk and reward, unite goals and tighten long-term relationships with the aim to co-create value in serving match-day event customers.

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Gold Mining in Sport Federations' Membership Data

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Aims
According to official statistics from the French ministry of sport, some 15 million French individuals walk at least once a year and more than five million are regular hikers ("at least once a week"). The standard hiker is, with a slight majority, a woman (52%), middle-aged or older, and is a bit more likely to hold a university degree. The French hiking federation (Fédération Française de la Randonnée Pédestre) whose mission is to develop the activity comprised 240.000 members in 2017 and 3.500 clubs. Annual membership files are available in such organizations, in particular for insurance and public subsidy purposes. The goal of this study is to identify the socio-demographic determinants of registration, re-registration and deregistration while developing statistical methods to this aim in order to better manage the performance of the French hiking federation in the recruitment and retention of its members.

Theoretical Background
The performance of a sport federation includes many dimensions: sport, financial, organizational and social aspects (Bayle & Robinson, 2007) but also, in the present case, land use concerns for maintaining trails and their signage. Yet, the performance on the 'market', that is to say the number of registrations per year, should be a key indicator for any reasonable management board. Sports demography tools are thus useful in this regard to study participants' careers (Boyden & Carey, 2010) and federation memberships (De Bruyn & Bringe, 2006).

Research Design and Data Analysis
Seven annual files were available corresponding to 1.5 million registrations according to two products: a full membership and a "sport card" that mainly gives access to special hiking insurance. Main available information were (1) gender and age of members, (2) date of membership (year and month) and (3) regional location and size of the sport club.
First, diachronic analyses of the total number of memberships, thereafter segmented by product, gender, age and region, were performed using growth rates and comparison to "available stocks" (i.e. French population data). Second, cohort analyses were carried out with the help of Lexis diagrams, hazard rates and survival functions (Tesárková & Kurtinová, 2018). Third, the probability of deregistration for beginners was studied using a logit binomial discrete survival model (Tutz & Schmid, 2016). Owing to the huge size of the sample, many interactions and non-linearities were included allowing a fine modelling of the deregistration process.

Results
From 209.281 members in 2011 to 242.492 in 2017, the average annual growth rate of membership in the French hiking federation is 2.5%. Full membership is its main product (97%). Feminization is slightly increasing but the main phenomenon is aging, at a greater rate

than in the general French population. The global percentage of re-registration is 80% and 60% for beginners, a remarkable performance compared to other French sport federations (generally close to 50%). The probability of deregistration for a beginner depends, in order of decreasing importance, on seniority, age, gender, month of membership, size and location of the club. Deregistration decreases with seniority, a classical result in sport federations. The influence of age is a complex non-linear one: young adults (20-30 year old) and older people (>80 year old) are the main drop-out populations. Male are more loyal than women. Delayed licensing (after January) is risky for the club and small clubs are more efficient in retaining members.

Conclusion

Big membership databases are readily available thus inexpensive, but obviously underutilized in numerous sport federations that turn gold into lead. Although it is also true to say that the quality of these databases varies greatly and that it can often be improved.

To get a better understanding of the influence of socio-demographic variables on registration, reregistration and deregistration should allow sport federations to target customers through advanced segmentation strategies (feminization, rejuvenation, catchment area, product diversification). In that respect, the current membership database should probably be supplemented by other socio-demographic information about diploma, family structure, etc. Membership databases could as well be used for one-to-one communication and customer relationship marketing (Robinson et al., 2012), or even be sold to commercial partners, after members' approval. Clean databases may serve to create quota or post-stratification variables for subsequent specific surveys about expectations, satisfaction, or product and service innovations.

The challenge of these sport organizations is to adopt a global marketing approach, somewhat in conflict with their traditional organizational culture. A key element is a customer database resulting from the transformation of various administrative files, in particular including more managerial information about clubs (service offering, number of paid staff and volunteers…) in order to exhibit good practices. The scientific contribution of this paper is thus to integrate new sophisticated sport demography tools in customer loyalty marketing research, in particular recent advancements in linear smoother modelling, time-varying covariates, non-proportional hazard rate modelling and plotting.

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Who Decides About Sponsorships? Exploring a Sport Sponsorship Decision-Making Model

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Aim

Sponsorship is an important income source for sport organizations and a relevant investment for sponsors. Sponsors go through a decision-making process about alternative sponsees prior to such an investment. Despite the relevance of this decision-making process research about sponsorship decisions is still limited (Walliser, 2003). Therefore, Arthur, Scott und Woods (1997) conceptually applied the buying center model on firm´s decision-making units to get a better understanding of sponsors´ decision-making process. Nevertheless, after 21 years no study took up their proposal to conduct more in-depth research about the sponsors´ decision-making process. Notably there is a lack of empirical research. Therefore, we state the following research questions:

To what extent is the buying center model applicable on sponsors´ decisions and how should it be modified for application to the sport sponsorship context?

Theoretical Background and Literature Review

According to Webster and Wind (1972) firm´s buying behaviour is a complex process with more than one actor participating. To understand this group process one approach is to identify the roles of the actors involved. Therefore, Webster and Wind (1972) have suggested the buying center model. The buying center model describes all actors participating in organizational decision-making processes and how their behaviour differs from each other. Five different roles are defined: *user, buyer, decider, influencer* and *gatekeeper*. Later Bonoma (1982) added the role *initiator*. Thereby, each role can be occupied by more than one person and every person can occupy more than one role. Arthur et al. (1997) have conceptually transferred the buying center model to the sponsorship context. They have proposed the buying center may explain the sponsor´s decision-making unit which leads to a deeper understanding of the sponsors` decision-making process. However, they have acknowledged that their conceptual suggestion needs further research for verification. Although there are many articles about sport sponsorship, there is still a lack of research about sport sponsors´ decision-making process.

Research Design and Data Analysis

We applied a qualitative approach using the Delphi method to identify the roles of the participating actors in the sponsorship decision-making process. The paramount advantage of the Delphi method consists of the feedback edited and reflected by the monitor team. The feedback stimulates cognitive processing and triggers reconsideration of the experts´ first-time answers. The responses are of higher quality than those of a one-time questioning (Häder, 2014). We interviewed 18 experts in the field of sport sponsorship in two rounds. This exceeds the critical number of experts considered necessary for a qualitative Delphi study. Data were analysed qualitatively using MAXQDA. We derived the code system both deductively from the theoretical buying center framework and inductively from the received text material.

Results and Discussion

Our findings indicate sponsorship decisions are rarely made by one single actor. There are mostly decision-making units where various actors occupy different roles. We found four roles from the buying center model being relevant in the sponsorship context. Both *decider* and *user* were identified as identical to the original buying center model. Two roles need to be renamed due to a better adaption to sponsors` decisions. The *influencer* changes its name into *expert* and the *gatekeeper* into *coordinator*. The fifth buying center role, *buyer*, is divided in two different roles: *negotiator* and *signatory*. The role *initiator* was not found in our study. This can be explained by some experts stating that usually the property sends a proposal to the sponsor and not vice versa. Thus, the initiative emanates normally from the sponsee. However, we discovered one new role: *networker*. A *networker* establishes and maintains contacts within and outside the firm. The results show according to the buying center model every role can be occupied by more than one actor and one actor can occupy more than one role.

Based on the findings we suggest the following sport sponsorship decision-making model (SSDM) based on the sport value framework (SVF). SSDM includes the seven roles occurring in sponsorship decision-making units: *decider, negotiator, signatory, user, expert, coordinator* and *networker*. Our empirical research outlines networking as an important activity in the sponsorship context. Networkers have been considered central in latest approaches as the SVF by Woratschek, Horbel and Popp (2014). Networkers in sponsorship link other actors to co-create value through business and leisure activities around a sport event.

Conclusion and Implications

The initial objective of this study was to test to what extent the buying center model is applicable to the sponsorship context. The results indicate the original buying center should be modified to better explain the sponsors` decision-making process. Therefore, we implement the SSDM with its seven roles to the sponsorship context. Managers should use this knowledge to ensure the optimal staffing when making a sponsorship decision. Former sponsorship models focus mainly on dyads like the relationship between sponsor and sponsee. Consequently, the important role *networker* is neglected.

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From Customers to Partners: Criteria of Relationship Quality Between Sponsor and Sponsee

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For most sport organisations, sponsorship fees represent a substantial source of income that they rely on to maintain and excel with their operations. However, the modern-day sport sponsorship market is mostly saturated and very competitive. Hence, sponsees are increasingly directing their attention towards measures that can assist with maintaining their current sponsors. At this, the understanding of sponsorship relationships is becoming increasingly important as a high level of perceived relationship quality is regarded as a main indicator for the success of a business relationship (Hennig-Thurau, 2000). At the same time, knowledge about the underlying criteria that play a vital role in the assessment of relationship quality is still sparse (Farrelly & Quester, 2005). As sponsees have a great interest in long-term sponsorship deals, a deeper understanding of these criteria is of high value for their sponsorship managers. Therefore, it is the aim of this study to contribute to the detailed understanding of criteria that are used by sponsors to assess the quality of the sponsorship business relationship.

Theoretical Background and Literature Review

Relationship quality, the perception of a relationship across all transactions, represents a key concept within Relationship Marketing. It is based on the customer's assessment of individual components and factors of influence that relate to the quality of a business relationship. Therefore, it is fundamental to identify the context-specific characteristics of these factors. Whereas the amount of research with regards to relationship marketing is growing within the sport sponsoring literature, most studies focus on the relationship between sponsor and fan or sponsee and fan. Thus, the business-to-business relationship between sponsor and sponsee maintains considerably more unobserved. Several past studies addressed factors for successful sport sponsorship relationships (Farrelly & Quester, 2005; Reisenhofer, 2010; Nufer & Bühler, 2011), e.g. trust, mutual understanding, long-term perspective, communication, and cooperation. Yet, relationship quality itself is considered to be a multi-dimensional construct that is not clearly defined and delimited. Especially within the context of sport sponsorship relationships the underlying criteria are not investigated in detail. In consequence, this research focuses on context-specific criteria.

Research Design and Data Analysis

A qualitative study was conducted to explore criteria of relationship quality as it relates to the sponsors point of view. Following a ten-step process proposed by Kaiser (2014), semi-structured expert interviews were conducted. To qualify as an expert, participants had to have longstanding experience within the field of sponsoring. Furthermore, the expert group was supposed to cover the decisive business parties that are involved in a sponsorship deal: representatives of corporations (sponsors), clubs/leagues (sponsees), and sport marketing agencies (working on behalf of the sponsor or sponsee). The twelve experts that ultimately took part in the study were mainly but not exclusively managers of clubs or associations at the highest professional level as well as their corresponding sponsors and intermediaries. All participants were instructed to assume the point of view of sponsors during the in-depth

interviews. The results were analysed through qualitative content analysis (Mayring, 2007). At this, 17 categories showed sufficient levels of inter-coder reliability (Cohen's kappa).

Conclusion and Implications

The research goal of this explorative study was to contribute to a deeper understanding of criteria that play a vital role in the assessment of the business relationship quality between a sponsor and a sponsee. In doing so, the perspective of sponsors was adopted and only those criteria were investigated that go beyond the simple fulfilment of contents of contract. This means that the comprehensive fulfilment of everything that a sponsee is contractually obligated to was disregarded in this study and assumed as a given criteria for relationship quality. For the greater part, the 17 separate categories this research could reveal (which need to be validated through a future quantitative study) can also be similarly found in general business literature as components of business relationships. However, some criteria are new to the context of sponsorships and are more specific and more detailed that those presented by previous authors (e.g. Nufer & Bühler, 2011). The results of this study can be of value to sponsorship professionals, especially for representatives of sponsees, to further understand how sponsors assess the quality of their business-to-business relationship. By addressing these criteria, sponsees can enhance the relationship with their sponsors and increase the chance to reach the goal of long-lasting sponsorships.

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Effects of Sponsorship Duration on Fans and Rivals Purchase Decision Process

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Aim

The aim of this study was to explore how the duration of sponsorship may affects fans' and rivals' purchase decision process in a basketball sponsorship setting.

Theoretical Background and Literature Review

Recent sport sponsorship research has focused mostly on shedding light on the process through which sponsorship agreements and investments lead to tangible goals relating to brand equity and sales augmentation (Donlan, 2014; Zaharia, Biscaia, Gray, & Stotlar, 2016). Sales augmentation is a factor rather unexplored and there are strong calls in the literature for measuring the extent to which sponsorship can influence consumers to purchase sponsors' products (Zaharia et al., 2016). In addition, most of researchers have assessed fans responses for the sponsor, while ignoring rivals aversion that may be transferred to their brand. The factor of rivalry in sponsorship research is still in early stages of examination (Grohs, Reisinger, & Woisetschläger, 2015). Finally, although there is some concern about the impact of sponsorship duration on this process, supporting that the longer the duration, the stronger the brand associations in consumers' minds (Jobar & Pbam, 1999), research which empirically explores how consumers respond in different periods of the sponsorship duration is still missing, especially in regards to brand-related benefits and purchase behavior.

Research Design and Data Analysis

The sponsorship of a multinational technology company (Microsoft) to a Greek basketball team (Panathinaikos BC) was selected for examination. Data concerning X-BOX, the brand promoted through the deal, were collected from fans and rivals of the sponsored team during two chronologically separate phases. A self-administered survey was distributed in various public places including the teams' facilities, with measures for four brand related variables (fit, awareness, perceived quality, engagement) which were borrowed from the literature (i.e., Yoo & Donthu, 2001) and one measure on purchase behavior, which was measured by asking respondents how many times (0, 1-2, more than 2) they had purchased the sponsor's product after the sponsorship deal announcement. The total sample consisted of 982 respondents (222 and 264 fans in the first and the second phase respectively, 273 and 223 rivals in the first and the second phase respectively). Structural Equation Modeling (SEM) was run with the procedure of bootstrapping to test the research hypotheses using the statistical program AMOS.

Results and Discussion

Two separate analyses were run to test the conceptual model. The first included data from fans of the first and the second phase, while the second from rivals of each phase. The analyses explored the significance of the differences between the path coefficients. The goodness of fit was indicated for both the measurement (fans model: χ^2=623.925, df=273, χ^2/df =2.285, p=.00, CFI=.97, IFI=.97, RMSEA=.04) (rivals model: χ^2=732.406, df=279, χ^2/df =2.625, p=.00, CFI=.96, IFI=.96, RMSEA=.04) and the structural models (fans model: χ^2=879.622, df=315, χ^2/df =2.792, p=.00, CFI=.95, IFI=.95, RMSEA=.04) (rivals model: χ^2=1003.946, df=321, χ^2/df =3.128, p=.00, CFI=.94, IFI=.94, RMSEA=.05). The model

explained a significant proportion of variance of fans' purchase behavior in both the first (R^2=7.9%) and the second phase (R^2=8.1%). Regarding rivals, an interesting finding was that the variance of purchase behavior was explained by the model to a considerable extent only after a longer sponsorship duration (R^2=1.1% first and R^2=8.3% second phase). The results related to the fans indicated only one significant difference between the two different periods ($z=-1.988$, $p<.05$), and this was in regards to the effect of fit on fans brand engagement. The effect was significant only in the early stages of the sponsorship ($p<.01$). This finding is in contrast with the previous research which supports stronger brand related effects coming from sponsorship longer duration (Jobar & Pbam, 1999). Conversely, concerning rivals three significant differences were emerged, two of which stronger after a longer sponsorship duration. The first difference was found in the effect of perceived quality on brand engagement ($z=2.294$, $p<.05$), while the second in the relationship of brand awareness and purchase behavior ($z=2.761$, $p<.01$). The third difference was indicated in the effect of fit on rivals brand engagement ($z=1.759$*, $p<.1$). However, this effect was not significant neither in the first, nor in the second phase. Overall, less strong relationships were identified for rivals compared to fans' purchase decision process, a finding in line with previous research (Dalakas & Levin, 2005; Grohs et al., 2015).

Conclusion and Implications

Overall, with only one exception the results indicated that the duration of the sponsorship did not impacted on fans' purchase decision process. The duration had only a negative impact on the effect of fit on fans' engagement with the sponsor's brand. In contrast rivals' decision to engage with the rival sponsors' brand and purchase his products was stronger after a longer sponsorship duration. From a practical point of view the findings propose a process for sponsors to deal with rivals' possible aversion which is based on the duration of the sponsorship investment.

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The Impact of Rivalry among Sport Teams on Sport Sponsorship Evaluation: Lessons from the German Bundesliga

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Aim

Sponsorships are powerful marketing tools with significant positive effects on various kinds of sport spectators including fans, occasional spectators and business people. In light of the inherent rivalries in sport, recent studies also tried to shed light onto the fans' responses to the sponsor of a rival team (Angell, Gorton, Bottomley, & White, 2016; Bee & Dalakas, 2015; Grohs, Reisinger, & Woisetschläger, 2015). While existing research particularly focused on extreme rivalries between specific teams, this paper aims to extend these insights by studying a wider range of rivalries and their impact on sponsorship evaluation in the German football Bundesliga.

Theoretical Background and Literature Review

Rivalry is considered to have a crucial role for sport fans, both threatening and shaping the fans' identity at the same time (Berendt & Uhrich, 2016; Tyler & Cobbs, 2015). Especially balance theory and social identity theory suggest that dissociating from a rival out-group also may influence the perception of a rival team's sponsor and the behavioural responses towards this sponsorship. Emerging empirical studies support this assumption. For example, focussing on the rivalry between Newcastle and Sunderland, Angell et al. (2016) point out that higher fan identification increases attention to the sponsor of the rival team; however they also emphasize that schadenfreude is a better predictor of fans' affective and behavioural responses. Further, Grohs et al. (2015) find that negative perceptions of a rival team negatively affect perceptions of its sponsors. Finally, Bee & Dalakas (2015) use an experimental approach to demonstrate that sponsor affiliation with a rival team results in a negative response by highly identified fans.

Research Design and Data Analysis

The empirical study of this research focusses on the German Football Bundesliga, in which primary sponsorships are with the shirt sponsor. Therefore, the study focuses on kit sponsorships.

An online survey among fans, invited via email and sport-related online communities, was carried out. Out of 268 respondents, 215 were fans of a specific club from the 1. Bundesliga and revealed which club they support. The sample of our study comprises fans from all 18 Bundesliga clubs.

Existing scales were used to measure the constructs in the survey, which included team identification, perceived attitude and image of the club and the corresponding sponsor as well as sponsor fit (e.g., Olson, 2010). All respondents further rated the kit sponsorship of each of the 18 Bundesliga clubs and indicated how critical they considered the sponsorship to be on a scale from "critical" ("-3") to "not critical" ("+3"). Moreover, the respondents indicated the perceived rivalry of their favourite club towards the remaining 17 clubs in the Bundesliga on a scale ranging from "very low rivalry" ("-3") to "very high rivalry" ("+3"). This led to a total number of 4.824 sponsorship evaluations and 3.870 assessments of rivalry.

Results and Discussion

Average sponsorship evaluations range from rather critical evaluations such as "-0.67" (SV Werder Bremen/Wiesenhof; FC Schalke 04/Gazprom) to rather uncritical evaluations such as "1.952" (Sport-Club Freiburg/Schwarzwaldmilch). Furthermore, a t-test reveals that respondents with no direct affiliation to a team had overall less favourite sponsorship perceptions compared to fans (except for one sponsorship). Evaluations by industry experts and media analysis were used to identify the reasons for the position of each sponsor in this ranking and derive recommendations.

In terms of perceived rivalry, RB Leipzig, FC Schalke 04, Borussia Dortmund, and FC Bayern München are overall perceived as strongest rivals. A regression analysis demonstrates that perceived rivalry between the supported team and another team from the 1. Bundesliga significantly decreases the fans' evaluation of the rival's sponsorship ($\beta=0.124^{**}$). However, the results also demonstrate that the explanatory power of rivalry for sponsorship evaluation is rather small ($R^2=0.015$) as most aspects leading to a negative sponsorship evaluation trace back to sponsor-specific issues such as sponsor image and sponsor fit. This was supported by estimating a structural model that demonstrates that sponsor fit ($\beta=0.568^{**}$) and sponsor image ($\beta=0.401^{**}$) significantly influence attitude towards the sponsorship ($R^2=0.709$). Another structural model estimation finally shows that rivalry with other teams ($R^2=0.108$) increases with increasing team identification ($\beta=0.329^{**}$).

Conclusion and Implications

Overall, we contribute to the literature by being the first to provide a broader and more generic view of the interdependencies between rivalry and sponsorship perceptions within a sports league. In particular, our results indicate that perceived rivalry with other teams has significant negative effects on the perception of rival teams' sponsorships. Sponsors can learn from this study how a sponsorship engagement with a specific club is perceived both by fans and rival fans as well as by individuals who are neither football fan nor fan of a rival team. Our findings thus may help companies to design sponsorship activities in the context of rival-team sponsorship, where size and scope of out-groups (i.e. rival fans, non-fans) matter and may influence sponsorship outcomes.

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Co-Creating Brand Meaning: How Much Is the University Sport Brand Impacting Students' Conversion Journey and Identity Construction in English Higher Education?

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Aim

Within the U.S.A., intercollegiate athletics represents a major economic source and an effective recruitment tool (Toma & Cross, 1998) for universities seeking to build a favourable brand image to generate additional revenues and exposure (Lee et al, 2008). Yet, beyond the American higher education (HE) market, more specifically the English HE sector, the impact of university sport branding on recruitment and retention is an underdeveloped area. In particular research surrounding how students in the contemporary environment interpret marketing strategies employed by higher education institutes (Rutter et al, 2017). The purpose of this study was to identify the interpretive strategies employed by students throughout their conversion journey and identity construction phases to explore how university brands are co-created in the English HE sector.

Theoretical Background

Competition in the English HE market has become more intense due to multiple economic and political pressures. English universities are under pressure to market themselves like never before to attract quality students. But, university brand meaning is problematic, since trying to differentiate institutions in an industry full of perceivably similar offerings has become increasingly challenging (Rutter et al, 2017). In order for universities to understand students, they must identify their student segments to ascertain the co-created brand meanings. Co-creation actively involves the consumer in the construction of brand meanings and therefore implies that consumers no longer occupy the end of the value chain of the purchasing journey. Rather consumers now assume central importance in the processes of value creation and co-constructing brand meaning (Pongsakornrungslip & Schroeder, 2011). Furthermore, consumers in the postmodern era are living in a consumer society where consumption is central to the meaningful practice of everyday life; consumers do not make consumption choices from products' utilities but also from their brand meanings (De Chernatony, 2010). Yet, arguably, the nature and structure of universities does not lend itself easily to constructing brand meaning in this way, provoking the question how and when does a university brand become a brand? To understand consumers' complex search for meaning in the HE market, this study focused on the brand pull of university sport.

Sport offers the student-consumer the opportunity to demonstrate clear affiliation with a team/group membership and use the brand to promote a desired identity. Previous evidence (Lock & Heere, 2017) suggests that sport can reinforce an identity and sports are an especially visible part of universities (Toma & Cross, 1998) that have cultural significance for groups/individuals within and outside the university (Beyer & Hannah, 2000). Exploring university sport as a branding tool, this study sought to understand consumer constructions of branding in English HE.

Methodology and Analysis

Anecdotal evidence reveals that not all sports students who study sport are interested in sport. Therefore, it was vital to include those voices in addition to the traditional sport students. The sample consisted of first-year student athletes currently playing for a university sport team and with students studying sport, who did not play sport. Data from 56 students was collected in nine focus groups, employing a semi-structured approach. The focus groups were conducted within the first four weeks of the students arriving at university, after this four-week period of transition the university receives the first tuition payment, making it costly to withdraw. Open coding was employed based on an inductive reasoning to identify patterns and categorise the identified themes rather than place the themes into the pre-existing categories. Open coding was followed by axial and then selective coding, to provide an analytical representation. Coder trustworthiness was tested by an independent researcher familiar with the topic to provide feedback on the categories identified and subsequent themes which emerged.

Findings and Contribution

Initial findings demonstrate the most important theme to emerge from the results was university sport apparel. This theme was dominant in all focus group (FG) discussions. Quotes such as "you're representing someone aren't you, you want to be part of the team" (FG6) and "it gives you like a group identity" (FG7), highlight that even at this early stage of the purchasing journey some of the students had started aligning themselves with a brand - the university sport brand. However, when asked if they would wear apparel, other participants responded with "I probably wouldn't, no, cause I'm not actually on a team" (FG7). On the one hand, findings demonstrate a group of participants with some awareness and affiliation with the university sport brand, otherwise there would have been no meaningful discussions on apparel. Conversely, there were groups of participants that did not play sport and had no intention of doing so, had not bought into the university sports brand, and had aligned themselves with other sub-brands. University brand meaning is complex, using university sport as a branding tool, this study attempted to address this issue by developing a greater understanding of when a university brand becomes a brand and what is the brand that is co-created by the student-consumer.

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The Applicability of the Belief Scale about Advertising to Sponsorship in Sport: Evidence from Two Different Consumer Groups

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Aim

Sport promotion is now a major component of the marketing mix in the global market (Schwarz, Hunter, & Lafleur, 2013). This study examines two important components in sport promotion, advertising and sponsorship. Since the conceptual framework on attitude towards advertising through sport was first developed (Pyun & James, 2011), numerous studies have sought to explore consumers' cognitive structures, which are employed in determining consumers' decision-making processes by testing the relationship between beliefs and attitude in adverting and sponsorship (e.g., Cheong et al., 2016; Pyun et al., 2012). They have employed the seven-dimensional belief scale particularly designed for advertising (Pyun & James, 2009) when measuring people's beliefs about sponsorship. This study was motivated by the proposition that consumers may perceive these advertising item statements differently when they are used in the sponsorship context. One possible reason may be that advertising refers to a two-party communication process between advertiser and consumer, while sponsorship includes a three-party communication process among sponsor, property, and consumer (Cameron, 2009). Therefore, the study aims to examine whether the factor structure of the belief scale is invariant between the advertising and sponsorship measurement models.

Literature Review

Since the first systematic study of attitude toward advertising in general by Bauer and Greyser (1968), researchers have sought to better explain the relationships between belief and attitude toward advertising in general (Andrew, 1989) and in specific mediums such as television (Alwitt & Prabhaker, 1992), outdoor signage (Bhargava et al., 1995), direct marketing (Korgaonkar et al., 1997), or online (Burns, 2003). One significant medium that has also grown dramatically but remains underexplored is attitude toward advertising in sport. Pyun and James (2011) conceptualised seven belief dimensions which include four positive (i.e., product information, social role and image, hedonism/pleasure, and good for the economy) and three negative (i.e., materialism, falsity/no sense, and annoyance/irritation) beliefs about advertising through sport. Further studies supported its psychometric properties and examined the impact of the beliefs on attitude in sport advertising (e.g., Pyun et al., 2012). Recently there has been a new attempt to apply this concept in both advertising and sponsorship to compare how consumers form different cognitive structures embedded in both domains; this could explain the complex nature of the process of establishing their attitude and behaviour (Cheong et al., 2016). While Cheong et al. (2016) showed satisfactory global and internal model fits to each advertising and sponsorship data, they failed to provide evidence of the model invariance. According to Cameron (2009, p. 134), one conceptual difference between advertising and sponsorship is that a consumer receives a sponsor's message through the property in a "passion" mode while s/he receives an advertiser's message through the media in an "interruption" mode. Thus, it is assumed that the advertising scale may not operate in exactly the same way when used for sponsorship. The equivalence of the scale across two different models will provide justification of its validity in utilising in future research.

Methodology

Two independent samples were recruited in Singapore: college student consumers (n = 290) and general consumers (n = 324). The study used the belief scale about advertising through sport with 26 items, developed by Pyun and James (2009): product information (three items), social role/image (three items), hedonic/pleasure (four items), annoyance/irritation (five items), good for the economy (three items), materialism (three items), and falsity/no sense (five items). To test the invariance of the pattern of factor loadings in the scale between the advertising and sponsorship models across the two groups, the researchers employed Byrne's (2004) multi-steps for testing multigroup invariance. The data analysis was conducted in two stages. In the first stage, identification of the baseline advertising and sponsorship models which best fitted the data of each consumer group was conducted. In the second stage, tests of invariance of the factor loadings in the regression paths across the two models for each consumers group were conducted. All analysis employed in the present study were conducted by LISREL 8.80 and determined at the .01 probability level.

Results and Conclusions

For the generic consumer groups, the invariance test using a series of chi-square difference test showed one item in annoyance/irritation ('*advertising/sponsorship through sport is too loud*') was non-invariant between advertising and sponsorship models ($\Delta\chi^2[1] = 7.40$, $p < .01$). For the student consumer groups, the test revealed two items in Falsity/no sense with lack of invariance between the two models: '*advertising/sponsorship in general is misleading* ($\Delta\chi^2[1] = 8.72$, $p < .01$); '*advertising/sponsorship is deceptive*' ($\Delta\chi^2[1] = 8.80$, $p < .01$). In conclusion, out of 26 items, three items were non-invariant between the two models, requiring further item development. Further discussions on why the problematic items did not operate the same for advertising and sponsorship models as well as some managerial implications will be discussed. The paper ends with suggestions on future research along this line of inquiry.

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Impact of NCAA Corruption on the Adidas Brand

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Aim
The aim of this study is to examine the potential impact of the NCAA corruption scandal on the Adidas brand. The authors study how the allegations surrounding this scandal influence consumer perceptions, future purchase intentions and other economic indicators for Adidas. This study addresses a limitation of a previous study (Dodds, Rasku & Laitila, 2017) and compares the survey results with concurrent sales and financial impact.

Theoretical Background and Literature Review
A 2017 NCAA basketball scandal implicates Adidas, an international sportswear company with 8.4% market share for the US "all sport footwear" category (Sports Market Analytics, 2017), of paying high school players to secure those player's commitments to attend universities sponsored by the company. Three Adidas executives are charged with multiple crimes and the scandal led to the dismissal of Basketball Hall of Fame Head Coach Rick Pitino of the University of Louisville, among other coaches and college athletic administrators. It is widely acknowledged that the effect of this scandal may be far reaching to a large number of colleges.

The impact of this scandal on the Adidas brand needs to be evaluated. The relationship between sponsorship, brand image and purchase intention has been examined. A positive attitude towards a sponsor shows a significant positive effect on future purchase intentions (Biscara, Correia, Rosado, Ross & Maroco, 2013). Therefore, a positive brand image should lead to higher product sales. However, the opposite reaction may happen. A horn effect may occur where a negative association with a scandal might damage a brand image and lead to a lowered purchase intent for a sponsor (Dodds, 2017). In other words, a negative brand image may lead to lower product sales. The balance theory suggests fans seek to punish the corrupt sponsor by not purchasing its products. Gorse and Chadwick (2012) concluded that sport that has been tainted with corruption might lose sponsors because of the negative association. Additional research supports this conclusion from the sponsor perspective focused on the FIFA and Olympic scandals (Dodds, 2017; Dodds, Rasku & Laitila, 2017). In both studies, sport fans indicated a lower purchase intent for brands that committed corruption that impacted a sport event or organization. However, these studies evaluated the consumer impact after the sponsor malfeasance occurred. This study is concurrent to the corruption scandal, which offers unique perspective.

This study is unique since it evaluates a corrupt sponsor as opposed to a corrupt property. Sponsors such as Nike, Bilfinger SE, BHP Billiton and Weatherford International have all been implicated in sport corruption scandals. This study is focused on the sponsor's behavior and its impact.

Methodology and Data Analysis
This study utilizes an Internet-based questionnaire program (SelectSurvey) to deliver a survey to US college-aged sport management students (18-22 years old, approximately 75% male). The benefits of this approach include reaching more potential respondents, getting a better

response rate, higher quality responses, as well as manage the data collection process more efficiently than face-to-face interviews. This audience is appropriate for this study because 57% will purchase new footwear within the next 90 days (OnCampus Research, 2011) and 25.1% of the college basketball attendance is this market (Sports Market Analytics, 2017). This audience is one of the largest purchase markets of the product, and it is directly connected to the college scandal by attendance and fan avidity.

The survey has approximately 500 responses. The questionnaire explores general attitudes about the sport corruption, its influence on fan avidity, and its impact on the Adidas purchase intent. Other economic indicators such as stock price and available sales data may be compared against the survey results. Finally, crisis management techniques may provide options to mitigate the damage. Therefore, the authors analyze Adidas' response to the allegations. All combined, this study may provide additional insights into the impact of the scandal on the brand in a macro-environmental level.

Results, Discussion and Implications

This study investigates how the NCAA corruption scandal based on the alleged corrupt behavior of Adidas impacts its brand image and purchase intent as the scandal unfolds. During the time of this scandal, Adidas' market share in the US "all sport footwear" category fell from 11.4% (2nd highest) to 8.4% (3rd highest) (Sports Market Analytics, 2017). Initial results from our survey suggests that more than half of this audience indicate a negative impact on the brand image and almost a third state a lower purchase intention caused by this scandal. The authors will analyze this survey data with Adidas' crisis response, and economic data to measure the true impact of the scandal. Finally, the authors offer recommendations for the NCAA and its corporate partners to avoid this type of corruptive influence and the potential impact in the future.

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Model of Athlete-Target Fit (MATF)

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Aim

On the first impression, the objectives why sponsors engage in athlete sponsorships seem largely investigated in academic literature. Thus, sponsors aim generally for psychosocial dimensions like personalizing the brand and build an emotional connection with the recipient, increasing awareness as well as enhancing their image (Ambroise et al., 2014). While we might know the kinds of sponsors´ objectives, we still need a better understanding of how sponsoring managers want to achieve these goals. Although there is almost a complete agreement on the need of a profound sponsoring planning to ensure sponsoring success, a systematic planning process is often been neglected in practice (Schwizer & Reinecke, 2017). Especially, when deploying the sponsored athlete as an endorser, the challenge for sponsors is to select the right athlete for achieving their specific sponsorship-goal. We assume that there is a non-negligible connection between the unique characteristics of an athlete's personality and the sponsors' specific objectives. Hence, the aim of this study is to depict which characteristics of an athlete are important for sponsors when deploying him or her as an endorser for a specific objective. Therefore, we should understand the decision-making process more in detail and update the objectives when engaging in athlete endorsements. Accordingly, the following research questions are stated:

RQ1: What are corporate sponsorship objectives when deploying an athlete as an endorser?

RQ2: How far is there a connection between the athletes' specific characteristics and the brands individual sponsorship objectives when deploying an athlete as an endorser?

Theoretical Background

Setting objectives represents a crucial step in the sponsorship decision-making process because it provides the foundation for the performance measurement of the sponsorship. It is essential for selecting an effective sponsoring object (Schwizer & Reinecke, 2017). As aforementioned sponsors aim mainly for psychological dimensions to enhance sales objectives when engaging in athlete sponsorships, especially in athlete endorsements. In addition, a variety of unique characteristics of the athlete, outlined in academic literature, can affect the effectiveness of the endorsement (Desmarais, 2017; Arai et al., 2014). In this study, 26 characteristics where defined based on a literature review of 12 articles specifically towards athlete, respectively celebrity, attributes.

Although setting an objective is the foundation of sponsoring planning, there is no recent study, which investigated the sponsors' selection process of athlete endorsers based on the brands previously defined goal(s). In all, there is a limited research up to date on how marketing managers relate to the selection of athlete endorsers (Bergkvist & Zhou, 2016).

Methodology

To answer the research questions of this project, a cross-sectional study with Bavarian companies, which deploy athlete as endorsers, has been conducted. During a one-month period in January 2018, 23 companies with 105 employers had been asked to participate in the survey. In the end, 17 companies with 66 attendees from different units (PR/media, marketing, sales) took part in this study, what represents with 74% a very good response

(Baker, 1992). Thereby, we have asked employees that are directly involved in the sponsorship and endorser decision process. The full-transparent online measuring instrument is developed according to the systematic of Hohenauer (2016) and was pre-tested with testimonial experts. The structure is focusing on the value- or risk potential of the scenarios according to business goals in 26 categories.

Results and Implications

To answer RQ1, descriptive statistic has been adopted. Hence, objectives towards brand (M = 4.56, SD = 0.64) respectively product awareness (M = 4.55, SD = 0.59) as well as the overall brand image (M = 4.39, SD = 0.70) are the most mentioned objectives when deploying an athlete endorser. This is in line with previous studies.

For answering RQ2, firstly descriptive statistic has been used to identify the overall importance of the identified characteristics. Thus, regardless of the defined objective, trustworthiness (M = 6.62, SD = 0.60) and the overall image of the athlete (M = 6.58, SD = 0.64) followed by Athlete/Brand-Fit (M = 6.34, SD = 0.74), the match between athlete and the target audience (M = 6.14, SD = 1.00), athlete's awareness (M = 6.05, SD = 0.84) and popularity (M = 6.03, SD = 0.88) has been weight as the most important attributes.
To identify discrepancies in weighing the attributes depending on the sponsors' objective when deploying an athlete as an endorser, Mann-Whitney-U-Tests as well as Spearman correlations have been adopted. The results offer a range of implications for both theory and praxis. For example, if a sponsor wants to achieve directly sales objectives, the status of the athletes sport is more important than when targeting other goals, $U(49) = 111$, $p < .05$. Further results are calculated.

The implications are: (1) the study offers additional relevant moderators and mediators for further research; (2) we offer the follow-up research framework for future studies; (3) the study offers a valuable ready-to-use management tool (MATF-Tool).

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"Who's In? Who's Out?": Examining Attitudes Towards Baseball Advertisements on The Basis of Endorser Race

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Aim

Scholars have attested that the African American market segment is not only robust in size, but stable in terms of economic growth (Simpson et al., 2000). Scholars have not only attested to this target market's value, but have upheld this demographic as a worthwhile market for sport organizations (Akcay, Sable, & Dalgin, 2012). And while African Americans are a valued segment in the sports industry, there are still few organizations which have been able to successfully capture this market as a lasting consumer base. As such, this study intends to examine several factors which may be influential towards African American consumption decisions.

Theoretical Framework

Racial Identification

Perhaps the most popular reason as to why African Americans choose to consume a given sport is the concept of identification. According to Carter and Helms (1988), racial identification is the extent to which a person has "positive, negative, or mixed attitudes toward their own racial or cultural group and their place in it" (p. 23). As an individual identifies her/himself as a member of a certain racial group, the individual will likely rely on the group for a sense of self-evaluation (Hunter & Joseph, 2010). Williams and Qualls (1989) suggest individuals who hold high identification levels are likely to consume products possessing features that are representative of one's self.

Major League Baseball (MLB) is particularly unique to the African American audience, as it represents a sport which has a declining number of African American participants, but a rising number of Hispanic participants. While Hispanic Americans account for 31.9% of players, African Americans account for only 7.1%. If an organization such as MLB would like interest from African Americans on the basis of identification tactics, they may have an avenue to do so if African Americans perceive a sense of similarity from Hispanic American players. Conversely however, if African Americans perceive Hispanic Americans as part of an out-group (as some studies suggest) then MLB may be in danger of losing interest among African Americans. The purpose of this study was to examine differences in attitudes towards an advertisement based on advertiser race among African American consumers. In stating this, the author puts forth the following research questions:

RQ1: Will attitudes towards an advertisement differ upon seeing a baseball advertisement featuring an African American player, in comparison to seeing a baseball advertisement featuring a Hispanic player?

RQ2: Will attitudes towards an advertisement differ upon seeing a baseball advertisement featuring an African American player, in comparison to seeing a baseball advertisement featuring a Caucasian player?

RQ3: Will attitudes towards an advertisement differ upon seeing a baseball advertisement featuring a Caucasian player, in comparison to seeing a baseball advertisement featuring a Hispanic player?

Participants

Given the study's purpose, data were collected from 307(n =307) African Americans. Participants were recruited using two online platforms: Amazon's MTurk, and SurveyMonkey. Both platforms utilize incentive-based recruitment in order to generate participants. Both have been found as valid online platforms for data collection, and as appropriate platforms for academic research.

Procedure and Methods

The current study was contextualized as an experimental design, where participants were asked to answer several questions in junction with viewing a baseball advertisement. As a means to address the study's purpose, participants reviewed one of three nearly identical advertisements which differed only in the racial make-up of the advertisement's endorser (African American, Hispanic American, and Caucasian as a control factor). After viewing the advertisements, participants were asked to indicate their attitudes towards each advertisement. In particular, the attitude towards the advertisement construct was measured utilizing a modified version of Gardner's (1985) scale.

Data Analysis and Results

An ANOVA was conducted to determine the effects of endorser race on attitude towards the advertisement. With endorser race, a significant main effect was detected, $F(2, 306)=3.285$, $p < .05$. Subsequent post-hoc analyses indicate respondents' attitudes towards the African-American endorser advertisement (M=4.916) were significantly greater than attitudes towards the Hispanic American endorser advertisement (M=4.419) but were not significantly greater than attitudes towards the Caucasian American endorser advertisement (M=4.873). Attitudes towards the Caucasian American endorser advertisement were also significantly greater than attitudes towards the Hispanic American endorser ($p < 0.05$). These results should be of concern to marketing strategists. Being that MLB has shown an interest in increasing the number of African American consumers, but is also seeing a rising rate of Hispanic players, the league will possibly be faced with one of two scenarios: either an opportunity to be appealing to African Americans on the basis of using Hispanic players for in-group similarity effects, or they will see a disassociation towards the sport from African Americans, on the basis of any negative out-group effects due to the growing number of Hispanic players. In that results suggest unkind perceptions of Hispanic endorsers, MLB may need to show concern for the latter.

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On-site Sponsorship Leveraging Patterns of TOP and Domestic Partners: The Case of 2018 PyeongChang Winter Games

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Aim

Through their Olympic Partners (TOP) and domestic sponsorship programmes, the Olympic Games are arguably the largest and most significant sporting events heavily relying on sponsorship. Much research has focused on sponsorship leveraging strategies of TOP and domestic sponsors. However, these studies have tended to examine the consumers' responses to TOP or domestic partners. Moreover, less focus has been given to examining TOP and domestic partners at the same Games. Therefore, the aim of this study is to explore on-site sponsorship leveraging of TOP and domestic partners at the 2018 PyeongChang Olympics. This study aims to answer the following questions: 1) what modes of on-site sponsorship were conducted by the sponsors, 2) what themes or products/services were promoted by on-site sponsorship, and 3) are there similarities or differences in on-site sponsorship leveraging strategies between TOP and domestic partners?

Literature Review

TOP sponsors account for more than 40% of Olympic revenue, providing vital products and technical support to the Olympic community. TOP sponsors own exclusive worldwide marketing rights and the ability to use Olympic trademarks. Domestic sponsors have marketing rights within the host country and support various operational needs of Organising Committees. In this study sponsorship activation/leveraging is defined as any "collateral communication of a brand's relationship with a property" (Cornwell et al., 2005, p. 36). On-site sponsorship activation is a marketing communication tactic for leveraging corporate sponsors' investments by presenting products and services at the event venue during the event (Ferrand et al., 2012). On-site sponsorship can generate positive changes in the audience's attitude towards sponsors by providing various experiential activities (Schmitt, 2000). Corporations enter into sponsorship for many reasons, and their leveraging patterns are diversified by their sponsorship objectives and motivations (Cornwell & Maignan, 1998).

Methods

This study uses two types of qualitative data: photographs and reflective journals. The research team visited PyeongChang before and during the Olympics and collected photographic data on TOP and domestic partners' leveraging (e.g., location, modes of on-site sponsorship, etc.). The reflective journals were recorded to make intangible aspects of sponsorship patterns visible and were acknowledged as part of data generation, analysis, and interpretation (Ortlipp, 2008). Initial thematic data analysis was conducted to draw key themes of leveraging patterns. In addition to the scope of dimension developed by researchers, dimensions suggested by the optimal leveraging activity model (Davies & Tsiantas, 2008) were modified to code the emergent themes from our analysis.

Results, Discussions and Conclusion

Building off earlier research and given the results of this study, we are proposing an On-site Olympic Leveraging (OOLM) model which identifies and defines the emergent similarities and differences in domestic and TOP sponsors adopted on-site leveraging strategies.

Briefly there were several leveraging strategies used frequently by both TOP and Domestic sponsors. Olympic Park live-sites and the use of Olympic logos and official designations were the two most obvious modes of on-site leveraging. More specifically, both actively leveraged experiential live sites and booths in the Olympic Parks, and the official designations and logos were represented in their advertisement and products. In addition, many sponsors who leveraged the live site provided Olympic pins as a memento.

One key difference was noted in the themes, products, or services promoted. Domestic partners tended to focus on delivering specific products/services (e.g., Hyundai/Kia's specific models), while TOP delivered their images (Coca-Cola's refreshment and celebration). Such variations may be due to the domestic partners that had already established their corporate/product images within the domestic market; however, some TOP might have aimed to establish positive brand images in the domestic market via Olympic sponsorship. A more product-focused approach by domestic partners and a more brand focused approach for TOP partners, it supports the suggestion that at different levels of sponsorship the goals of the organizations involved are also different

The OOLM model allows for an understanding of how sponsorships are being leveraged on the ground at an Olympic event. It can provide insight to sponsors on how what they are doing differentiates them from their competitors, or where they might be missing out. It can also provide event organizers with an understanding of how their property rights are being leveraged, and therefore perhaps what is valued and promoted by sponsors when it comes to their investment in Olympic sponsorship. This could allow for greater efficiency and success in sponsorship servicing and valuation.

This model requires further research for testing, refinement, and the examination of relevance in a variety of Olympic contexts. For instance, looking for differences resulting from variations such as a Summer versus Winter Games, Games hosted in Asia versus North America, another Asian Winter Games context in a much larger city and so on. Continued research at upcoming Games alongside interviews with sponsors to discuss strategies, objectives, and the model itself would allow for further refinement and substantiation and expanding the scope of generalizability.

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One-Hundred Years of Rebranding Big-time US College Sport: Analysis of the NCAA's Marketing Endeavors

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Aim
This study involved examination of National Collegiate Athletic Association National Office (NCAA) internal memos, public documents, public service announcements, television broadcasts, and marketing platforms from 1948 to the present through the analytical lens of rebranding theory (Southall, 2014) to determine if NCAA rebranding strategies represent a dominant hyper-commercial institutional logic (Southall, Brown, Nagel, & Southall, 2014)

Theoretical Background and Literature Review
From its founding in 1906, the NCAA has regulated and administered the majority of intercollegiate athletic programs and contests. In addition, since 1948 the NCAA has served as college sport's lobbying, public relations and marketing agency, with one of its most notable achievements being the transformation of American football from a nearly "outlawed" sport (due to high injury and fatality rates) into one of America's favorite sports, consumed by millions of seemingly insatiable fans. In addition, the NCAA has successfully transformed its Division I Men's Basketball Championships from an eight-team event, into March Madness, a 68-team national and international spectacle delivered across numerous multimedia platforms.

While the NCAA has successfully leveraged intense fan avidity in FBS (Football Bowl Subdivision) football and Division I men's basketball to increase revenue generation to unparalleled levels, recently the association's collegiate model of athletics (Brand, 2006) has endured numerous reputational triggers, including several publics questioning the efficacy of amateurism for labor (i.e., Football Bowl Subdivision [FBS] football and men's basketball players) but free-market capitalism for management (e.g., coaches, administrators, and corporate stakeholders) (Southall & Staurowsky, 2013).

Research Design and Methodology
Within this research setting, using open and selective coding strategies we performed critical discourse and document analyses (Luke, 1997) of audio-visual excerpts, newspaper and magazine accounts, online postings, as well as primary and secondary NCAA documents from 1948-2017, looking for evidence of coordinated and ongoing NCAA rebranding strategies utilizing coordinated promotion, advertising and/or public relations strategies (Southall, 2014).

Results and Discussion
Data analysis reveals a consistent pattern of coordinated NCAA rebranding efforts – representative of college sport's commercial institutional logic. This study's results confirm Southall and Staurowsky's (2013) and Southall's (2014) findings that the NCAA National Office – consistent with the association's and college sport's dominant hyper-commercial institutional logic – is the dominant coordinating organization for disseminating member universities' rebranding efforts. Such rebranding efforts have included: (a) revisioning and repositioning the NCAA corporate brand (e.g., Blue Disk), (b) implementing integrated

rebranding strategies, and (c) performing ongoing rebranding performance assessment (Southall, 2014).

Conclusions and Implications

Consistent with the association's hyper-commercial institutional logic, since 1948, the NCAA National Office has continually rebranded NCAA college sports in response to a variety of reputational triggers (e.g., scandals, legal challenges alleging antitrust violations, employment-based state or federal legislation, workers' compensation claims, and calls for increased player compensation). As the theory of motivated reasoning (e.g., confirmation bias) predicts (Redlawsk, 2002), the vast majority of college sport fans, NCAA corporate partners, college recruits, athletes and their parents, as well as the US media, Congress and the US legal system have pulled the NCAA's "friendly information" close, while pushing threatening data away, ignoring violations of state and federal laws, as well as actions inconsistent with the association's stated educational mission. As a result, within the institutional field of North American sport, NCAA rebranding efforts have legitimized a ceremonial institutional façade espousing a "clear line of demarcation" between college and professional sport, while concurrently maximizing lucrative commercial opportunities. Significantly, the NCAA's rebranding efforts have resulted in the redefinition of basic notions of "pay, amateurism and academic success" (e.g., viewing cost-of-attendance cash awards as something other than pay, and imbedding APR [Academic Progress Rate] and GSR [Graduation Success Rate] metrics as preferred measures of educational success).

Through the use and dissemination of targeted statistical methodologies and analyses, coordinated public-relations strategies, messaging discipline, and elements of institutional propaganda, the NCAA's has protected and grown its collegiate model of athletics, which isolates the principle [of amateurism] to the way in which student-athletes are viewed without imposing its avocational nature on revenue-producing opportunities (Brand, 2006), allowing college sport to become a significant global sport industry segment.

In addition to cataloguing and describing elements of the NCAA National Office's seventy-year rebranding campaign, the threat of ongoing antitrust litigation (e.g., Jenkins v. NCAA) to the NCAA's current and anticipated rebranding efforts will be discussed.

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How Sport Events Create Value

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Aim

At sport events value is cocreated by different stakeholder groups (Woratschek, Horbel, & Popp, 2014). Drawing on Vargo and Lusch (2004) who introduced service-dominant logic, and Schau, Muniz and Arnould (2009) who examined practices of collective value creation, the present study investigates value cocreation at sport events. Using the Big Mountain Hochfügen as the context for the empirical study, the findings show how event organizers, sponsors, athletes and spectators follow their own and collective interests and interact in multiple ways during the sport event, and how specific categories of value creating practices emerge from these interactions.

Theoretical Background and Literature Review

Vargo and Lusch's (2004) seminal article on the service-dominant logic (SDL) emphasizes the importance of value creation, or more specifically, value cocreation. In contrast to classical value creation processes, SDL involves customers that engage in dialog with suppliers as active cocreators of value, resulting in customized, cocreated offerings. Recent studies advised that SDL may be well suited for sport management research (Woratschek et al., 2014) and employed SDL logic in actual sport event contexts (Horbel, Popp, Woratschek, & Wilson, 2016). Traditional models of sport event creation (e.g., Li, Hofacre, & Mahony, 2001) also acknowledged that value is (co)created by several firms or organizations (e.g. sport teams, league, event organizer, and media). Therefore, the present study takes a meso-level perspective of value cocreation at sport events to fully grasp the interplay of the network of actors in sport events (Woratschek et al., 2014).

We conceptualize value drawing on Schau et al.'s article (2009) on the process of value (co)creation within brand communities. Schau et al. (2009) used social practice theory to identify four key categories of practices within brand communities that create value: social networking, impression management, community management, and product use. In the empirical study we aim to illuminate this typology of value-generating practices for key actors in the context of an international sport event.

Methodology

Big Mountain Hochfügen, a 4**** event of the Freeride World Qualifier Tour, serves as the context for the empirical study, because it is a typical multi-day sport event that involves different value cocreators (organizers, consumers, spectators etc.) and multiple possibilities for observing value cocreation practices. The set-up of the event with a visitor area, sponsor stalls, riders' dinner etc. provides multiple opportunities for researching those collective practices that provide value for the different actors through emergent participatory actions of multiple kinds (Schau et al., 2009).

The second author collected data by participating in a multi-year ethnographic study. Through his role as a known member of the freeride community he had privileged access to the event organizers, sponsors, athletes and spectators. Semi-structured interviews with representatives of these four groups served to gather in-depth qualitative data, and three years of participant observation complemented the interviews. Following classical ethnographic consumer

research (Arnould & Wallendorf, 1994), for the analysis of both sets of data an interpretive analytic stance focused on themes that relate to 1) what practices generate value, and 2) how and why these practices generate value. All the themes were reviewed by the three authors of this paper through iterations of comparison and re-reading as to explore patterns and emerging issues.

Results, Discussion, and Implications

In terms of social networking practices, emerging themes revealed welcoming, empathizing, and governing practices. Welcoming practices, for example, describe the greeting and assisting of new members in their community socialization and involved interactions between athletes and sponsors at the pre-event riders' dinner, community events like avalanche courses with sponsors, riders and visitors, and other activities at the expo area aiming at creating, enhancing and sustaining ties among all actor groups. Impression management took place through evangelizing and justifying. Community management manifested itself in practices of staking, milestoning, badging, and documenting. Finally, brand use, a subcategory of product use focusing on individual brands in the relevant product categories, was characterized by practices of grooming, customizing, and (de-)commoditizing. Because of space restrictions, the oral presentation provides examples for all practices.

Managers of sport event brands must be aware that they have limited control over their organizations' value creation, as they rely on other actors, like sponsors or participating athletes. Consequently, they must develop strategies for value cocreation and collaborative brand building with other actors in the network. From a theoretical perspective, the present research fulfils demands for rigorous work on understanding customer value phenomena in the context of sport event brands by addressing the interactive practices of actors (event organizers, sponsors, participants, and spectators) in the entire network that facilitate value creation. By integrating the identified practices and their specific configurations, the service providers involved in value cocreation in sport events can learn from the present study how, why and to what extent they are able to actually influence and cocreate the spectators' experience of the event.

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A Social Media-based Methodology for Recruiting Non-Fans of Rugby

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Aim

This research aims to test whether Facebook could be used as a sampling frame for studying non-fans of sports teams. The research question we seek to find an answer for is, "Can Facebook be used to recruit non-fans of a sporting team to participate in a research project?"

Literature Review

The high profile of sporting teams warrants sports marketers to go beyond promoting the games, merchandise and securing sponsorship to brand the team favourable in the minds of the public (Richelieu & Pons 2008). To this effect, sporting teams participate in cause-related marketing within the community. The focus so far has been on fans, however, including non-fans in branding offer the opportunity to broaden the scope of sports teams. Non-fans, have high expectations (Roy & Graeff 2003) that must be matched to secure their support and are different to fans regarding behaviour, motivations, and preferences (Cooper & Tang 2012). Hence, there is a need to study non-fans to secure their contribution to the brand equity. However, as scholarly investigation requires full disclosure of the study before requesting participation, approaching individuals with a request to participate in a study on a sport that they are not interested could experience low response rate. There is, therefore, a need to develop a methodology for recruiting non-fans, which this study addressed.

Theoretical Background

Facebook is gaining recognition as a research platform and due to its broad reach allows cost-effective sampling of human subjects compared to the traditional method (Chu & Snider 2013; Ramo & Prochaska 2012). Of interest is Facebook's ability to sample subjects with specific characters. For example, one study successfully selected people belonging to the Catholic faith (Bhutta 2012). Sporting events and teams use Facebook to communicate their activities to fans. As such, Facebook can identify users based on the team they support. For example, there are 9,185,430 million people interested in Super Rugby on Facebook. Thus, Facebook could be used as a sampling frame for non-fans by excluding people who comment, like and follow Facebook pages relating to a sport or sporting team.

Methodology

The study tested a method to use Facebook to recruit non-fan of the Highlanders, a rugby team of the Otago region in New Zealand to participate in qualitative research. The study used four "call for participation" (CfP) made as Facebook postings. The postings used themes that included 1) offering an incentive to participate 2) appealing to emotion 3) appealing to goodwill, and 4) emphasising value to the community. Using Facebook advertising, the study disseminated the CfPs as news feeds to non-fans. The CfPs were kept separate by targeting non-fans in separate areas demarcated by postal codes within Dunedin. Non-fans responded to the CfPs by clicking through to a short online survey. The survey first presented the information about the qualitative research planned for the Highlanders and a consent form that respondents had to sign. After signing the consent form, respondents provided their details to be contacted later.

Results

The Highlanders' qualitative research required 21 willing participants for conducting three focus group interviews (7 participants x 3 focus group interviews). This study recruited 34 participants. In total, 210 individuals responded to the CfPs and clicked through to the survey. The response rate based on those who responded was 16% ((34/210)*100)). The most effect CfP was the one with the 'value to the community' theme (Click through rate = 74; Reach =3008; Impression = 11,451), followed by 'goodwill' (Click through rate = 51; Reach =2600; Impression = 12,780), 'emotional appeal' (Click through rate = 46; Reach = 3736; Impression = 17,046) and 'incentive' (Click through rate = 39; Reach = 2123; Impressions 14,777).

Discussion

As Facebook has access to the contents and engagement of users, it can segment users by specific keywords, in this case, 'rugby' and 'Highlanders'. This study showed Facebook could serve as a sampling frame for recruiting non-fans by eliminating individuals that had any association with the two keywords. The response rate of 16% produced in this study was higher than that reported by Ramo and Prochaska (2012) for a smoking study (11%). The results showed that Facebook is a suitable sampling frame for studying non-fans of rugby teams, in this case, of the Highlanders.

The study also tested which appeal was most useful to attract participants. The metadata from the four Facebook postings for the CfPs revealed that the value to the community approach theme was the most effective. This finding is worth noting, as non-fans could be encouraged to engage with a sporting team when they are promoted as offering value to the community.

Conclusion

The study showed Facebook could serve as a sampling frame for recruiting non-fans for sports research. The most effective CfP was the one with the value to the community theme.

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Together is Better – The Influence of Accompanying Persons Along a Sporting Event on Preferences and Willingness to Pay

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Aim

Various scholars have highlighted the influence of accompanying persons on value indicators of sport spectators, like customer satisfaction and word-of-mouth (Koenig-Lewis, Asaad, & Palmer, 2017). However, research on preferences and willingness to pay (WTP) in sport management solely focus on quantities and qualities of goods (Kaiser, Ströbel, & Woratschek, 2017), although such a context can influence value co-creation (Woratschek, Horbel, & Popp, 2014). Here, we are especially interested in the influence of accompanying persons to spectators' preferences, because spectators' preferences present spectators' value capture in the value co-creation process. Lack of context in an analysis can lead to biased predictions (Swait et al., 2002). Therefore, we examine spectators' preferences and WTP in two different sports by focusing on the importance of accompanying persons along the sport event as well as ticket features like opposing team, seat category and price (Kaiser et al., 2017).

Theoretical Background and Literature Review

Sport value framework indicates, "sport customers co-create value primarily by integrating resources from their social groups" (Woratschek et al., 2014, p. 17). Hence, value depends on the context defined as a set of unique actors with unique reciprocal links among them (Chandler & Vargo, 2011, p. 40). This fits to latest research findings that other spectators can influence perceived value of an event (Horbel, Popp, Woratschek, & Wilson, 2016). Therefore, preference and WTP measurement, besides product characteristics, should also include the influence of context. Therefore, we extend preference measurement to context variables, like other spectators. The focus of our study is on the expected value captured by an actor at the time of a ticket purchase decision. Therefore, we operationalize value capture as the overall utility of an actor, not only dependent of product characteristics, but also on the context in the sense of reciprocal links, not controlled by the provider. By doing this, we are able to better understand consumer responses to sport event ticket pricing.

Methodology and Research Design

In this study, we adapt the research design of Kaiser et al. (2017) and apply adaptive choice-based conjoint analysis (ACBC) with summed pricing. Based on Swait et al. (2002), we add "accompanying persons" as a context variable in the preference function. Therefore, our survey focused on the attributes "seat category", "opposing team", "accompanying persons", and "price". In order to identify the relevant levels of each attribute, we conducted qualitative prestudies at both, a German first division basketball club and a German second division football club. ACBC was applied in the quantitative main study. Data collection took place on four home games of each club. Within each study, a target quota was designed based on gender and age. In total, 379 interviews in basketball and 378 interviews in football could be used for further analysis. In order to identify heterogeneous groups with homogeneous preference structures we apply Sawtooth's convergent cluster and ensemble analysis.

Results and Discussion

We notice that the influence on ticket preferences of accompanying persons is as important as the influence of opposing teams. Therefore, accompanying persons have a relevant impact on preferences. Due to heterogeneity of spectators, we applied convergent cluster and ensemble analysis. Hence, we identified four clusters in both studies: (1) seat-quality-oriented spectators, (2) price-sensitive spectators, (3) price-performance-oriented spectators and (4) top-game-oriented spectators. Accompanying persons have a relevant influence in all spectator clusters. In particular, a visit alone has the least utility for spectators, whereas visits with different quantity of accompanying persons have much higher utilities. These result in an additional WTP of price-performance oriented spectators of up to €9.97 / €15.30 when visiting an event within a group compared to a visit alone. In general, preferences are increasing with the number of accompanying persons. However, what kind of accompanying persons plays also a role (spouse, family members, friends, colleagues).

Conclusion and Implications

Rather exploratory in nature, this study filled a perceived void in the literature by empirically investigating the role of accompanying persons in preference analysis and studies about WTP for tickets. This study focused on the relevance of accompaniers for spectators at sport events. The results of the empirical analysis clearly reveal that there is a noticeable influence of interaction between spectators on preferences and WTP. Hence, the results indicate that besides offerings of sport organizations, other actors, in particular accompanying persons, also influences value co-creation during a sport event. Therefore, managers should more focus on opportunities of social experiences than on game related aspects in their marketing campaigns.

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Innovation Strategy in Sport Sector: Evidence from Greek Fitness Clubs

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Aim
The primary purposes of this study were: (a) to determine the extent to which innovation strategy is applied to medium and large Fitness Clubs in the region of Attica and (2) to examine the relationship between innovation strategy and business performance in the abovementioned organizations.

Theoretical Background and Literature Review
Given that innovation strategy is perceived as a key to economic growth and development, it should be considered to sustain efforts individually and in an organizational line (Al-Husseini & Elbeltagi, 2016). Innovation strategy is the ability to redefine the existing organizational model in ways that create new value for customers, wrong-foot competitors, and produce new wealth for all stakeholders (Hamel, 1998). Following the literature innovation strategy is defined as the sum of strategic choices an organization makes regarding its innovation activity in order to achieve the organization's overall corporate strategic objectives. Thus, innovation strategy can be defined as a management philosophy which can be characterized as holistic and which deals with the integration of innovation concepts and approaches into the mission, vision, objectives, policies, value statements as well as strategies of the organization (Katz, Preez, & Schutte, 2010). However, research regarding innovation strategy in Greek sport sector is still limited.

Research Design and Data Analysis
The particular research project is an on-going research and up to now data has been gathered from a random sample of 126 managers of 126 Greek Fitness Clubs (from a total sample of 180 large fitness clubs in the Region of Attica, which recognised by Association of Fitness Clubs Owners). A questionnaire, was used which developed by Papaioannou and Kriemadis (2017) based on the reviewed literature on innovation strategy according to Abdi and Ali (2013) as well as on input and suggestions from reviews offered by a selected panel of experts. The questionnaire provided specific information concerning the innovation strategy in the Greek sport sector, demographic characteristics of the respondents and managers' perceptions in relation to the performance of the fitness clubs. The questions were answered using a five point Likert Scale. The content validity of the questionnaire was determined by a panel of experts including academics and professionals in the fields of strategic management and marketing, and sport management research. The reliability of the scale was found to be: $\alpha = .92$. Also, the particular research used the subjective way of measuring performance. This means that managers were asked to evaluate the performance of their fitness club (profit, ROI, sales volume and market share) in relation to their current years' objectives, in relation to their last financial years' objectives and finally, in relation to their major market competitors on a five-point Likert scale. Descriptive statistics and Kendall correlation were used to examine variables relationship using SPSS software (version 23).

Results
From the analysis it is shown that 8 (6.8%) of fitness clubs used innovation strategy to a little extent, and 35 (27.8%) used innovation strategy to some extent. On the other hand, 74 (58%)

of fitness clubs used innovation strategy to a great extent, and another 9 (7.4%) used innovation strategy to a very great extent.

Also, innovation strategy had a significant and positive relationship with profit (r = .380, p=.000), ROI (r = .510, p=.000), sales volume (r = .499, p=.000), market share (r = .553, p=.000), and Total Business performance (r = .505, p=.000), as measured by satisfaction levels in relation to current year's objectives. Moreover, innovation strategy had a significant and positive relationship with profit (r = .533, p=.000), ROI (r = .512, p=.000), sales volume (r = .509, p=.000), market share (r = .584, p=.000), and Total Business performance (r = .537, p=.000) as measured by satisfaction levels in relation to last financial year's objectives. Finally, the results suggested that innovation strategy had a significant and positive relationship with profit (r = .504, p=.000), ROI (r = 510, p=.000), sales volume (r = 544, p=.000), market share (r = .561, p=.000), and Total Business performance (r = .542, p=.000) as measured by satisfaction levels in relation to major market competitors' objectives of fitness clubs.

Conclusion and Implications

Our study implies that innovation strategy is applied to a great extent by Greek fitness clubs. Also, significant and positive relationships between the innovation strategy and business performance (managers' satisfaction) in fitness clubs were found. These findings are consistent with previous studies on innovation and organizational performance, in sport sector (Winand, Scheerder, Vos &Zintz, 2016), and shows that the extent of innovation strategy which managers of fitness clubs exercised is related to their business performance. The present findings revealed that innovation strategy is associated with durable organizational effectiveness, as fitness clubs are driven by the demands of their customers in meeting their expectations of new services and are not risk averse (Winand, Scheerder, Vos & Zintz, 2016).

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Behavioral Economics and Football – The (Ir)relevance of Outcome Uncertainty Reconsidered

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> "*Let's put our cards on the table and be honest with ourselves: the biggest challenge over the next few years will be 'competitive balance'*" (UEFA President Aleksander Ceferin in his speech during the 2017 General Assembly of the European Club Association in Geneva).

Aim
The objective of this paper is to review, summarize and discuss a series of recently published papers as well as ongoing empirical research investigating behavioral anomalies as possible explanations for the common finding on the irrelevance of outcome uncertainty in football.

Theoretical Background and Literature Review
Since 1956, when Simon Rottenberg published his seminal work on the baseball players' labor market, testing the relation between outcome (un)certainty and the demand for sports has become a popular topic in sports economics research resulting in a considerable number of publications during recent years (for a summary see Pawlowski, 2013). This development is driven by two facts: on the one hand, the competitive balance (CB) defense, i.e. the preservation of competitiveness of participating clubs in a league in order to maximize fan welfare, serves as pro-competitive argument in many competition policy cases around the globe (Budzinski, 2012). In this regard, knowing whether or not (and under which conditions) outcome uncertainty really matters for fans has major implications for several law suits worldwide. On the other hand, however, and despite the popular claim about the relevance of outcome uncertainty for fans, most studies have not been successful in establishing clear evidence for the Uncertainty of Outcome Hypothesis (UOH), particularly in European football. Rather, confusion exists about whether the UOH is just wrong *in general* or whether behavioral anomalies might explain the lack of empirical support for the UOH in previous studies and reveal conditions under which the UOH might hold.

In my presentation I intend to recap this discussion and reflect new insights from a series of recently published papers as well as ongoing empirical research with regard to their implications for designing football contests. The focus is put on three behavioral anomalies tested empirically in two papers (Pawlowski, Coates & Nalbantis, 2018; Nalbantis & Pawlowski, 2018), i.e. (i) possible differences between objective and perceived game uncertainty; (ii) possible differences between consumers due to differences in their affective disposition; (iii) possible cross-cultural differences with regard to risk and uncertainty attitudes, the type of sports watched and the mode of consumption.

Empirical strategy

Sampling: Data was gathered in the days prior to German (European) league and cup games in 2x2 online surveys of football interested individuals in Germany (10/2014, 3/2015) and the USA (5/2015, 9/2015). The respondents were recruited randomly by a market research company via an automated fielding process from a German and an US-wide representative online panel. To ensure that the respondents were familiar with the sport, a filter question enabled us to identify individuals with a minimum interest in football.

Measures: The fans' stated intention to watch a game live (or tape-delayed, just its highlights or not at all) on TV (or via online streaming on their computer, tablet, phone, or favorite connected device) serves as dependent variable in our demand models. As argued by Pawlowski et al. (2018), the specificity of the developed setting, i.e. the concreteness of the products under consideration, the choice scenario developed, and the question asked, enables us to treat this stated preference measure as reliable proxy for demand. Our main explanatory variable measures subjective home win probabilities and is strongly correlated with objective home win probabilities derived from betting odds. Furthermore, we control for various socio-demographic variables and game characteristics in our regression model.

Estimation: Given the panel structure of our data with up to nine observations per respondent, pooled (multinomial) logit as well as fixed effects models were estimated.

Results and Discussion

In line with earlier studies employing objective measures of game uncertainty and in contrast to the UOH, our findings (for both countries and both waves) suggest, that the probability of watching a football game *live* is higher when respondents expect a *certain* home or away team win. Moreover, while fans are more likely to watch a game of their favorite team, we do not find any evidence that fanship status moderates the relation between game (un)certainty and the demand for sport. In addition, while the relevance of game (un)certainty for *live viewing* decisions is the same across countries, game (un)certainty appears to be unrelated to watching tape-delayed or just highlights. Finally, uncertainty in sub competitions appears to me more important than game uncertainty per se, pointing towards the relevance of preserving oligopolies of teams in contention for the same stakes, such as the championship or the qualification for European Club competitions as argued by Budzinski and Pawlowski (2017).

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United We Stand? How and When Prototypical Fan Behavior of Satellite Fans Improves Local Fans' Attitudes toward Them

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Aim

Since the home markets of European football clubs are widely saturated, the teams increasingly engage in internationalization strategies, i.e. they attempt to attract new fans in other countries (referred to as "satellite fans"), especially in Asia. However, the literature addressing the internationalization of team sports brands is sparse and focusses predominantly on the perspective of satellite fans or theoretical classifications of internationalization strategies (e.g., Kerr & Gladden 2008). Since the local fans' acceptance of both the internationalization process and the new members of their team's fan base are essential for the clubs, this paper examines determinants and conditions that influence the local fans' attitudes toward satellite fans of their favorite team.

Theoretical Background and Literature Review

Drawing on Social Identity Theory (Tajfel & Turner 1979), theory on the formation of groups and the in-group-bias phenomenon (Mullen et al. 1992), we argue that the local fans' attitudes toward satellite fans of their team depends on the prototypicality (vs. non-prototypicality) of the satellite fans' behavior as fans of the team. Generally, large communities are based on depersonalized attraction rather than personal attributes (Prentice, Miller & Lightdale 1994). Thus, people tend to accept others who act in a way that is prototypical for the group as members of the group (Hogg, Hardie & Reynolds 1995). Thus, prototypical fan behavior should increase perceptions of entitativity, which is defined as a feeling of "group-ness" (here: of the local fans and the satellite fans) or the recognition of a social unit as a group (Blanchard, Caudill & Walker, 2018). Due to the positive in-group bias, higher entitativity should in turn be positively related to attitudes toward the satellite fans (Mullen et al. 1992). Thus, we hypothesize that prototypical fan behavior (vs. non-prototypical fan behavior) results in higher perceptions of entitativity (H1). Moreover, we suggest that prototypical fan behavior results in more positive attitudes toward satellite fans among the local fans and that this effect is mediated through perceptions of entitativity (H2). We further propose that the effect of prototypical behavior on perceptions of entitativity is moderated by the extent to which local fans fear a loss of their economic and identity-related resources to satellite fans through the process of internationalization (H3). Higher levels of such fear should reduce the effects of prototypical fan behavior on perceived entitativity.

Research Design and Data Analysis

We conducted an online experiment with a one factorial between-subjects design (Fan behavior of satellite fans: prototypical vs. non-prototypical + control: prototypical behavior of local fans). Participants were randomly assigned to one of the experimental groups and received an excerpt from a fictional documentary about Chinese satellite fans (control: local fans) of their team. Based on pretests and previous literature, we identified three aspects that determine the prototypicality of fan behavior: strong emotional responses to game outcomes (vs. indifferent responses), high loyalty regardless of the on-pitch performance (vs. loyalty that depends on success) and extensive knowledge about the club, its history and tradition (vs. limited knowledge). Participants included fans of seven clubs of the German Bundesliga

(N=307). The stimuli and measures were slightly adjusted depending on which of the seven clubs a participant followed as a fan.

Results and Implications

The findings of our study provide support for H1, H2, and H3. Prototypical (vs. non-prototypical) fan behavior of the satellite fans significantly increased perceived entitativity of the group and resulted in more positive attitudes toward the satellite fans. In addition, perceived entitativity mediates the effect of prototypical behavior on attitudes. Finally, the effect of prototypical behavior on entitativity was moderated by local fans' fear of losing resources through the process of internationalization. Interestingly, for those with low fears of losing resources, the level of group entitativity in the prototypical satellite fan group was even at the same level as in the prototypical local fan control group.

Discussion

This study is the first to examine the behavior of satellite fans from the perspective of the local fan community. Our findings suggest that teams should try to convey their tradition and fan culture to foreign fans in order to increase local fans' acceptance of satellite fans as new members of the community. Local fans' concerns about losing resources (e.g., lower ticket availability, less attractive kick-off times, or a decrease in the regional identity of their team) should be taken seriously and, if possible, cleaned out. The results further imply that behavioral patterns seem to be more important in defining group membership among fans than nationality.

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Team Success, Club Growth, and Long-Term Supporter Identity Threat

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Aim
This study explores how club success and growth creates challenges for long-term supporters of a Premier League football club. Extant literature focusing on team identification has focussed on strength of identification and behaviour (e.g., Wann & Branscombe, 1990); status threats (e.g., Fink et al. 2009); and the development of fan-team relationships (e.g., Lock et al., 2014). However, there is minimal understanding of how shifts in the identity of a club created by success and growth challenge or threaten elements of the shared team identity.

Theoretical Background and Literature Review
Since Cialdini et al. (1976) contributed the Basking In Reflected Glory (BIRG) hypothesis, there have been a stream of studies demonstrating a positive relationship between team success and team identification (e.g., Fink et al., 2002). Using a social identity approach (e.g., Turner et al., 1987), we explore how successive promotions from League One to the English Premier League (EPL) have challenged shared understandings of AFC Bournemouth and potentially *threatened* aspects of the shared team identity. The social identity approach advances a perspective whereby the groups an individual identifies with are important expressions of self (Turner et al., 1987). Groups are important expressions of self as they create convergence around thoughts and actions that are *meaningful* to members. It follows that when shared understandings of a group develop or change due to shifts in group status and circumstances (e.g., through promotion) it has the potential to be detrimental to an individual's identification with a team.

Research Design and Data Analysis
We used an exploratory qualitative research design which included two components. First, the lead author conducted eight in-depth interviews (Duration ranged from 30-90 minutes) with supporters of AFC Bournemouth that been fans for 10 or more years ($N = 8$). Second, the lead author conducted a netnographic element to the design in which he trawled the club forum to retrieve problems, issues, and challenges supporters discussed in relation to the growth of the club. Data from each source were analysed iteratively through a three-stage process of open, axial, and reflective coding. The quality of data was interrogated using the steps advocated by Miles and Huberman (1994).

Results and Discussion
Two overarching themes emerged from the process of interpretive data analysis: Club growth and shared on-field identity. Commercial pressures from broadcasters, the EPL, and satisfying corporate clients led some supporters to express a sense that the club was "being taken away from supporters" in favour of new markets and more 'financially attractive' audiences. Of note, supporter narratives frequently described commercial actions as behaviours that 'they' had undertaken, which implied that the commercial team were, in the eyes of fans, becoming a salient out-group.

Shared on-field identity included supporter comments that discussed the continuity of the management and squad on the maintenance of one facet of the club's identity. Eddie Howe has led AFC Bournemouth from 2012 to present, overseeing promotion from League One to

the EPL. Supporters discussed Howe as the prototypical exemplar (cf. Turner et al., 1987) of the *enduring* AFC identity that was internalised and meaningful to study participants. The identity continuity this provided was valued by supporters in a time of identity threat and change.

Conclusion and Implications

There are two main contributions from this work. First, building on the BIRG hypothesis (Cialdini et al., 1976), we have looked beyond the relationship of individual supporters and success to look at how promotion and growth create certain issues for the identity shared by fans. While success and promotion were valued by supporters, it also presented identity threats. Rather than a small club that had relationships between the managers and supporters, promotion has created a need to satisfy new audiences. Supporters felt like this was developing the club in a way that distanced it from long-term supporters which caused tension. Second, while the corporate and organisational development of the club had created issues, the continuity in the management and playing group from League One to the present day gave supporters an important continuity to the shared identity that helped to mitigate the threats described in relation to commercial pressures.

The implications of this work acknowledge that promotion and success yield new opportunities to diversify into new markets, attract new consumers, and achieve new commercial opportunities as shown in prior work. However, the present study provides an initial indication that such developments can create tension between the commercialisation of clubs and supporters that have the potential to alienate long-term supporters.

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Exploring Empathy in Fan Responses to Athlete Behavior

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Aim

Sport can deliver extraordinary experiences, emotionally engaging consumers to athletes and their teams through identification and group behaviors. This psychological connection that fans have to sport objects is highlighted by an alignment of values (Hyatt & Foster, 2015), however if a 'disparity' were to occur between those values, such as through athlete misbehavior, a cognitive and emotional conflict could arise that threatens fan identity. Fans may seek to justify or set aside this disconnect through moral disengagement strategies, evoking a sense of forgiving (Lee, Kwak & Braunstein-Minkove, 2016), however the increased scrutiny of athletes and their consequences makes this increasingly difficult for fans. In this research, we posit empathy as another means by which fans may respond to incidents that conflict with their values and potentially threaten their identification with a sport object. Using a qualitative approach of online fan posts and in-depth interviews we examine how fan empathy manifests as a response to off-field athlete transgressions, acts as a mechanism for maintaining identification and the implications for sport managers that result.

Theoretical Background and Literature Review

Recognition and management of highly identified fans is critical to sport managers given the direct financial impact they can have on an organization and its stakeholders (Foster & Hyatt, 2007). An understanding of empathy as it exists in fans can potentially add an important characteristic to managing identification, reducing the potential for disengagement when fans may feel tired or tested by mounting athlete indiscretions and the inevitable scrutiny they invoke (Fink, Parker, Brett & Higgins 2009).

Empathy is an essential part of human interaction and is of increasing interest to social researchers because of its "power to predict and explain important social behaviour" (Argo, Zhu & Dahl, 2008, p.615). There is a general agreement on three components of empathy as a multidimensional psychological construct. First, empathy is an affective response to another and can include emotional concern. Second, it involves a cognitive aspect where one adopts or shares the perspective of another, referred to as perspective taking. Finally, it includes a mechanism that allows one to differentiate between self and other.

Research Design and Data Analysis

We explored the views of highly-identified fans through a series of depth interviews after first undertaking a qualitative content analysis of online discussion posts to illuminate fan viewpoints. This preliminary stage explored 32 transgressive incidents from athletes, producing 9868 associated fan posts. from 11 different forums, comprising a mix of specialist sport and news outlets. Many comments revealed both an emotional and cognitive response to an incident that reflected a type of empathy for the athlete. We decided to explore this empathetic response more deeply through interviews. The initial data and analysis of online forums provided structure and informed the interview guide.

Ultimately 15 in-depth interviews were conducted (7 male). Informants' age range was 28 to 50 and they were interviewed individually and face-to-face by a single researcher, who screened to ensure high levels of fan identification across a variety of sports. Interview data

(approximately 110,000 words) was initially open-coded by two researchers that concentrated on identifying broad expressions of emotion and was followed by another axial coding pass that sought to put some context to this source, disaggregating the data and seeking appropriate linkages and relationships to the broad themes extracted. During both stages the researchers convened to cross-check the coding process and to discuss any discrepancies (Corbin & Strauss, 2008).

Results and Discussion

Our data provides evidence of fans using their knowledge and experience to adopt the perspective of the athlete in terms of their emotional concern and in making sense of a transgression and, in doing so, this can result in an empathetic response to the athlete or team's circumstances. We establish fan empathy as both an emotional and cognitive response to an event that may impact fan identity and define it as the capacity of a sports fan to experience and understand an athlete's affective or psychological state in a personalized way that can also enable them to maintain their identification with the sport object. Further, we relate five processes by which fans make sense of athlete misbehavior and subsequently engage their tendencies for fan empathy. These are moral testing, weighing the evidence, reserving judgement, managing expectations, and determining a locus of control.

Conclusion and Implications

The research supports the concept of fan empathy as a unique psychological and experiential phenomenon in the sport context It contributes to the literature by identifying and defining the concept of fan empathy, including its cognitive and affective aspects, and by demonstrating processes that can lead to an empathetic response. Our research also provides an expanded understanding for sport managers of how sport fandom is experienced and how empathy might be used to maintain identification.

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Relational Outcomes of Transactional and Non-Transactional Engagement for Sport Teams

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Aim

Consumer engagement (CE) represents a heavily used practical concept in sport to describe a range of activities and actions as well as interrelations between sport organisations and consumers. However, there remains limited evidence of how to empirically measure or structure the full breadth of components posited to comprise engagement, or assess their impact on relational outcomes. Given the many benefits posited to flow from effective CE for organisations (Brodie, et al., 2011), CE has emerged as a central dimension in sport marketing (Karg & Lock, 2014), with practitioners leveraging engagement by embracing physical and virtual activities to influence consumer-brand relationships. Given limited work to date – in particular combining and testing multiple types of CE - this study seeks to extend the dimensions of CE that have been explored within the sport context, and test direct relationships of transactional and non-transactional of CE constructs on relational outcomes.

Theoretical Background and Literature Review

While traditional representations of CE were largely one-dimensional (typically behavioural), multi-dimensional conceptualisations are now most common. CE is defined as individual customer's "state of mind characterised by specific levels of cognitive, emotional and behavioural activity in direct brand interactions" (Hollebeek, 2011, p.790). In operationalising CE, empirical research has developed some specific brand and fan engagement constructs posited to explain engagement in consumer exchanges. For example, Hollebeek et al. (2014) developed a three-construct consumer brand engagement scale (cognitive processing, affection and activation) to reflect consumer's positively valanced activity during consumer/brand interactions. Specific to sport fans, Yoshida et al (2014) presented diverse dimensions of both a transactional (games attended, watched via media and merchandise purchase) and non-transactional (managerial cooperation, pro-social behaviour, performance tolerance) nature. Modelled outcomes have included self-brand connection and brand usage intent (Hollebeek et al., 2014) as well as purchase intention and loyalty intention (Yoshida et al, 2014). The current study sought to extend single-dimensional studies by combining six attitudinal (non-transactional) constructs as well as transactional engagement behaviours to test the interaction of CE constructs and their direct impact on relational outcomes.

Research Design and Data Analysis

Data was collected using an online-administered quantitative survey of 471 season ticket holders (STHs) of a professional football team. STHs were chosen as highly engaged consumers that demonstrate variant levels of commitment, different tiers of purchase, modes of consumption and behaviours. The dataset was refined to include only STHs from in the geographic region for the team, therefore delimiting the sample to avoid inclusion of consumers who would not have had equal opportunities to engage fully in transactional behaviours (i.e. attend games). The survey tool included nine forms of CE including three dimensions of brand user engagement (Hollebeek et al., 2014), three dimensions of (sport) fan engagement (Yoshida et al., 2014) and three self-reported single item transactional engagement measures (live games, media games and merchandise spend). Two constructs representing the relational outcomes - self brand connection and loyalty - were also collected,

based on past work. All attitudinal scales were collected on seven point scales in line with prior use. Confirmatory factor analysis and structural equation modelling using MPlus was undertaken to test the measurement structure of constructs and relationships between variables.

Results and Discussion

Measurement and structural model were constructed to assess the structure of constructs and assess relationships proposed between transactional and non-transactional engagement and relational outcomes. Models showed acceptable fit with item factor loadings, composite reliability and average variance extracted all exceeding recommended cut-offs. Path analysis did not show any direct, significant relationships between transactional engagement and relational outcomes. Of the non-transactional engagement constructs, five (pro-social behaviour, performance tolerance, cognitive processing, affection and activation) had direct, significant impacts on both measured relational outcomes. Only managerial co-operation did not show a positive relationship.

Conclusion and Implications

In seeking to describe the antecedents of CE in sport, results of the study suggest non-transactional engagement is the critical component to generate elevated levels of self-brand connection and loyalty with a team. The lack of impact of transactional activities suggest undertaking behaviours alone are not being enough to stimulate relational outcomes. To enhance relationships with consumers, teams therefore need to ensure that consumers are not only attending and watching games, but undertaking co-creative activities, actions to encourage learning and cognition, and ensure that transactional engagement is leading to relational outcomes. The contribution includes extending the constructs used to measure engagement in sport, and testing multiple dimensions of engagement. Further work to extend, define and contrast both physical and virtual engagement activities and outcomes are recommended. Despite being limited to a single case, the critical role of non-transactional engagement suggests future opportunities to explore specific activities including brand related behaviours that stimulate non-transactional engagement specifically, as well as testing how non-transactional engagement may mediate or moderate relationships between transactional engagement and relational outcomes.

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Attendance of Active Football Fans in China: Evidence of a Survey Study

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Aim

From the European perspective, Chinese football fans are basically perceived as a target demand market for the internationalisation of European top clubs focusing on the opportunities given by the large population and growing purchasing power. However, largely overlooked are the preferences and attitudes of the established fan base of the Chinese Super League (CSL). Therefore, this study analyses the determinants of (self-reported) stadium attendance of active fans of CSL clubs based on data of the first survey on frequent stadium attendees and season ticket holders (STH) in Chinese professional football. It is notably questioned whether dedicated supporters are still attached to the CSL or show (early) indications of alienation toward the increased commercialisation of the league governance as commonly found in European football (García & Welford, 2015).

Theoretical Background and Literature Review

It is only lately that the CSL and football fandom in China is studied in the international literature. For example, Qian et al. (2017) find that there is an overall lack of attention to and involvement with Chinese football and the CSL among Chinese youth. Watanabe and Soebbing (2017) show by regressions on aggregated attendance of the CSL that pricing is a less relevant determinant whereas rival teams and strong opponents significantly raise stadium demand. Gong et al. (2015) conducted the only available large survey (N=926) on Chinese football fans while attending matches. They focus on the relation between involvement as supporters and satisfaction with the CSL. The authors find a negative correlation between the investigated constructs which they attribute to repeated management failures within the CSL, such as corruption and match-fixing. Thus, there is certain resentment among Chinese fans about the current situation in the CSL. This finding and the generally scarce existing evidence underlines that more empirical research is needed on the relationship between attitudes and attendance behaviour of Chinese football fans. Moreover, Chinese domestic football has substantially gained in significance because the central government launched a strategic football plan aiming at an ambitious development of the sport. This is also relevant from the perspective of European football since the CSL has become a strong and active player on the international transfer market for top footballers (Liu, Zhang & Desbordes, 2017). Therefore, it is crucial to have solid evidence to assess the strengths, weaknesses and opportunities of the Chinese football market.

Research Design and Data Analysis

This study uses a questionnaire in Mandarin, the Chinese standard language, that was earlier tested on German football fans and measures fan identification, reported attendance, attitudes towards the league and club governance, behavioural intentions and sociodemographics. The data represent a cluster sample (N=453) which captures active fan groups of ten CSL clubs who were randomly interviewed outside the stadium gates at five league fixtures during the season 2017. (Ordered) logit/probit regressions are run on the self-reported attendance frequency and a 5-point (inverted) purchase scale asking whether the respondents “intend to attend less matches” in the stadium, considering model variants for robustness checks and a set of about 50 explanatory variables (full or item model) deduced from the questionnaire and a reduced factor model. The modelling follows a heterodox theoretical approach

operationalising economic demand theory, social theory on football fans (García & Welford, 2015) and (sport) consumer theory (McDonald, 2010).

Results and Discussion

Overall, the evidence of the regression analysis is rather mixed and the robustness restricted. This may be interpreted against the background that the Chinese football market is still developing and that there have been severe governance problems of the CSL in the past. Therefore, the fans seem to be divided because they do not know yet in which direction the CSL will develop. However, diverse constructs of fan identification and attachment, such as past attendance and membership in a fan group, clearly prevent Chinese fans from attending less. Hence, with regard to the attendance intention, the critical results of Gong et al. (2015) cannot be confirmed. But there are some indications that younger fans (convexly curved in age) and STH may attend less in the future. Moreover, all else equal, criticism of commercialisation is a significant determinant of the intention to attend less.

Conclusion and Implications

As in Europe (García & Welford, 2015), CSL fans are divided over increasing commercialisation, investor-owned clubs, governmental influences and the like. However, the extent of dissatisfaction with the commercialisation of Chinese football and the unanimity among fans on these issues is apparently lower than in European football. But CSL officials should take the concerns of their established fan base seriously and modernise the league with care for fan attitudes. Otherwise, they risk to be confronted with the same opposition of active fans "against modern football" as in Europe. Thus, the supporter and customer relationship management of the CSL should be further developed.

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Metafandom: A Theory of Chronically Connected Leisure Communities

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Aim

For decades, research on sport fandom has focused on team- and game-related consumption. Studies have focused on factors like team identification (e.g., Wann et al., 2001) and motives (e.g., Trail & James, 2001) as causal variables and behavioral loyalty and intentions (e.g., likelihood of attending games, watching games on TV, etc.) as outcomes. More recently, the number of sport content options have proliferated to the point where sport fans have a virtually inexhaustible array of choices at their fingertips around the clock. Sports talk radio, podcasts, 24-hour sport networks, regional sport networks, websites, blogs, and fantasy sport all compete for sport fans' time and attention. Tying all these options together is social media, which serves as a hub wherein sport fans from across the globe can engage around any topic they wish (Larkin & Fink, 2016). It is the fundamental argument of this paper that these changes have reformed fandom from a phenomenon centered around team- and game-related viewership, whether in person or through media, to one where simply talking about sport takes center stage. We label this movement "metafandom," and argue that it is not that individuals who could be characterized as "metafans" no longer watch games or enjoy the activity; rather, we argue that their motivation for doing so, and the roots of their enjoyment of the activity, have shifted. The motivation and enjoyment around the activity is now derivative of social interaction and the ability to be consistently connected to other like-minded fans about content of inherent interest to the individual. It is not so much the sport itself—the performance on the court, field, or ice—that people enjoy. It is talking about and connecting over that performance. Certainly, social interaction has long been a part of sport. The basis of our argument goes well beyond that. Metafandom is sport involvement rooted in a pervasive desire for social connectedness with like-minded others. Talking about sport supersedes watching it, and in the age of social media, there is a segment of (meta)fans who watch sport so that they *can* talk about it. It requires context to discuss, and so they must be informed. Our primary purpose in this paper is to explicate what metafandom is, how we got here, and the primary outcomes that we believe characterize a growing segment of consumers in the sport industry today.

Theoretical Background

Drawing on Baumeister, Maranges and Vohs' (2017) perspective on self as information agent, we argue that, for a growing number of fans, the consumption of sport is now rooted in the discussion around sport holistically (i.e., watching games, trade and free agency rumors, topics of debate, etc.). Baumeister et al. (2017) argued that individuals' primary functions include seeking and acquiring information, communicating one's thoughts to others, circulating information through groups, and constructing a shared understanding of reality. While these functions previously were rooted in face-to-face groups, social groups no longer function solely in traditional forms. Indeed, as Conlin, Billings and Averset (2016) explained, advances in technology have changed the "realm of necessary interconnectedness, providing the opportunity for the global village" wherein people feel motivated to be a part of not just their immediate social group, but rather a larger, cultural conversation about popular culture and media (p. 153). The desire to be a part of this conversation is further buoyed by a pervasive anxiety of failing to remain informed and abreast of the conversation ongoing at any given time, which is why the social media feed is consistently—indeed, compulsively—

refreshed (Conlin et al., 2016; Larkin & Fink, 2016). This phenomenon has been referred to as the fear of missing out (FoMO) and we believe it to be a critical motivational factor in metafandom. This movement has been further spurred by the emergence of audience as co-creator (Napoli, 2011). That is, the audience now dictates what topics are "trending," and thus discussed on radio and TV programs daily.

Design, Results and Conclusion

Conceptual and theoretical manuscripts do not have methodology sections (Callahan, 2010). Instead, per Callahan (2010), we are "selectively choosing key pieces of literature that support a particular perspective (we) are putting forth for consideration" (p. 302). We posit that metafandom is at least partially responsible for a number of outcomes observed in the sport industry in recent years, including a growing interest in league-wide matters as opposed to just one specific team, increased substitution through media, fan expertise, and a propensity for delayed gratification. We also posit that these central arguments provide merit in explaining other leisure and hobbyist communities, including craft beer, television viewership, and politics. While space constraints do not allow us to flesh out our full argument herein, our presentation will provide a more complete explanation of the theory. In addition, we will provide an empirical agenda for further investigation in our theory of metafandom.

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Factors Affecting Alpine Skiing Participation in China prior to the Beijing 2022 Olympic Winter Games

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Aim

Winning the bid to host the 2022 Winter Olympic Games (OG) in Beijing is a catalyst to develop China's winter sport industry, including alpine skiing (referred to as "skiing" here after). Skiing participation in China has increased from 4.7 million participants in 2007 to 15 million in 2016 (average frequency of 1.3; Su et al., 2017). Targeted marketing campaigns, based on an in-depth knowledge of the consumer behavior of various segments, allow to capitalize on this momentum of growth. Thus, the purpose of this study is to identify factors that affect skiing participation among different types of ski consumer groups in China.

Literature Review and Theoretical Framework

Participation in skiing can grow by stimulating non-participants to pick up the sport, and/or current participants to ski more (i.e., increase involvement). Based on product usages segmentation, non-participants can be further segmented into non-skiers (i.e., never skied before) and former-skiers (i.e., participated in the past); while skiers can be segmented into light, medium and heavy users (Mulin et al., 2014; Williams & Basford, 1992). Shank and Lyberger (2015) sport's consumer model offers a framework to identify constraining and facilitating factors for various market segments. The model consist of internal or psychological factors (e.g., perceptions, motivations); (2) external or sociocultural factors, (e.g., culture, reference groups, social class); and (3) situational factors (e.g. physical and social surroundings, task definition, time and antecedent states) that affect the decision-making process.

Method

An online survey was sent randomly through a data collection internet platform in Beijing (China). A total of 622 questionnaires were returned. Of the 622, 23% were non-skiers, 6% were former skiers, 40% were low-frequency skiers (less or equal to 5 times per season), 20% were moderate-frequency skiers (6 to 10 times per season), and 12% were high-frequency skiers (11 times or more per season). The survey included 11 internal, 3 external, and 9 situational items. Items were measured as dummy variables (0=no and 1=yes) or on a 5-point Likert scale (1=not all important/satisfied to 5= very important/satisfied). Descriptive statistics and significant differences between the five ski-consumer groups were calculated using Chi-square tests and ANOVAS.

Results

Non- and former skiers were strongly constrained by *internal factors*, such as perceiving skiing being too dangerous (54%) and too expensive (33%), as well as perceptions of a lack of skill (55%). These constraining factors diminished significantly with an increased level of involvement. On the positive side, 42% of the non-skiers expressed an interest in learning how to ski. Making new friends was a high motivating factor for the high-frequency skiers (47%). In the context of *external factors*, non-skiers expressed a reluctance to skiing alone (only 16% would ski alone). In contrast, skiers preferred skiing alone, increasing from low- to high-frequency skiers. For all five consumer groups, a lack of time, the state of rental ski

equipment, and the design and quality of ski resorts were equally important constraining *situational factors*. Although non-skiers have never skied before, they anticipated that transportation to ski resorts (41%), and ski equipment maintenance (49%) would be problematic, and not meet their satisfaction.

Discussion and Conclusion

Constraining and facilitating elements from all three factors of Shank and Lyrgerger's (2015) model were apparent for all five ski-consumer groups, but with various levels of importance. The constraining factors for non-skiers, former skiers and the low-frequency skiers are consistent with previous findings (Gilbert & Hudson, 2000). Similar results for external factors were found by Alexandris and colleagues (2006). Non-skiers need to be guided into skiing by an experienced person (friends or ski instructors) who can make them familiar with ski resorts and enable them to feel that skiing is fun and exciting (Williams & Fidgeon, 2000). Based on our findings, sport marketing strategies for increasing skiing participation in China must: (1) emphasize safety features to overcome perceptions of danger, rather than images of steep mountains and competitive physical activity for all segment group (Williams & Fidgeon, 2000), (2) promote ski lessons to help develop skills, (3) keep the cost of skiing within a reasonable range, and (4) guarantee well maintained rental ski equipment and quality ski resorts. Future research should investigate more elements of the internal, external, and situational factors of Shank and Lyberger's (2015) sport consumption behavior model as well as further explore differences between non-experienced and experienced perceptions, because some perceptions may not reflect reality (Gilbert & Hudson, 2000). Although the sample is not representative for the Chinese population, the current study provides some preliminary insights of the problems that the ski industry is facing and offered some recommendations for marketing activities that would be applicable to both non-skiers and skiers, thereby offering suggestions for the ski industry to grow by: (1) attracting new participants, (2) preventing current participants from dropping out, (3) and increasing current participants' participation rates.

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Does Ethnocentrism Matter to English Premier Fans' Resistance to the 39th Game Concept

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Aim

With the stream of globalisation and commercialisation, English Premier League (EPL) had announced the 39thgame plan, having another round in five global cities outside the UK. This plan suggests that every club play one further match on random assignment, reforming the traditional format where each team play the others once at home and away for a total of 38 matches. This new proposal was planned to initiate in 2011 but finally suspended in 2017 due to the strong aversion from the fans. Interestingly, these resistances of the local fans are contradictory to warm and enthusiastic hospitality of British to foreign sports which are imported recently to the UK, such as NFL UK and NBA London. Therefore, this research aims to explore the possible determinants of local fans' attitude towards the 39th game while examining the moderating effects of the fans' ethnocentrism in the proposed relationships.

Theoretical Background and Literature Review

Grounded on cultural protectionism in which people perceive national culture, and group identity are threatened by globalisation, thus eventually show stronger defence of the national culture (Bekhuis, Meuleman, & Lubbers, 2012), the current research postulates that EPL fans dissent over the proposal because they think EPL might be in danger and damaged by globalisation of and foreign investment in EPL. Considering the 39th game is not just globalisation and foreign investment but also a pursuit of more money, commercialisation may also trigger resistance. Hence, the current research conjectures three determinants of why fans were almost unanimously negative to the 39thgame proposal: (a) attitude towards commercialisation of EPL, (b) attitude towards foreign investment in EPL, and (c) attitude towards globalisation of EPL. Besides these determinants, this research also posits that ethnocentrism plays a moderating role in the relationship between determinants and attitude towards the 39th game.

First, based on the concept of attitude towards commercialisation defined by Zhang et al. (2005), which refers to one's cognitive and affective reaction to the excessive commercial utilisation, this research tests how attitude towards commercialisation influences attitude towards the 39th game. This is a similar approach to Zhang et al.'s (2005) research which revealed that negative attitude towards commercialisation had an unfavourable influence on consumer behaviour intention in intercollegiate sport context. Second, as Nauright and Ramfjord (2010) argued, negative attitudes towards foreign investment are prevalent more than ever among football fans in England, and it implies the possibility that attitude towards foreign investment positively influences attitude towards the 39th game. Third, the globalisation of EPL triggered fans' discomfort such as change of fixture time, and globalisation attempts in EPL already has been met by strong resistance from the local fans. Likewise, attitude towards globalisation of EPL may significantly influence attitude towards the 39th game. Ethnocentrism, the moderator in this research, represents the universal proclivity of people, considering their own group as the centre of the universe while rejecting outgroups who are culturally dissimilar. According Pyun et al. (2011), ethnocentrism showed a moderation role in the relationship between perceived globalness and consumer behavioural intention in EPL. Thus, in the case when fans respond high on determinants, the attitude

towards the 39th game would steeply increase if a level of ethnocentrism is low while the attitude would increase gently if ethnocentrism level is high.

Methodology

Using a convenience sampling technique, 300 EPL young fans will be recruited from a university in the East Midlands in the UK in June/July 2018. Items in an initial version of questionnaire will be adapted and modified from various literature: attitude towards commercialisation (Zhang et al., 2005); attitude towards foreign investment (Javalgi et al., 1993); attitude towards globalisation of EPL(Suh & Smith, 2008); attitude towards the 39th concept (Ajzen & Fishbein, 1980); and ethnocentrism (Shimp & Sharma, 1987). A confirmatory factor analysis using LISREL 8.80 will be conducted to assess the internal structures (overall model fit, reliability and validity) of the measurement model. For the hypothesis testing, a hierarchical multiple regression analysis will be conducted to test the moderation effects of ethnocentrism in the relationships between the three determinants and attitude. A moderation effort is supported if a change in R^2in the effect of interaction between ethnocentrism and each determinant is significant. An adjusted alpha value of .017 (.05/3) will be applied to ensure that the overall risk or familywise error rate for all tests remains .05.

Contribution and Implications

By providing empirical evidence on attitude towards 39thgame, commercialisation, foreign investment and globalisation of EPL in the relationship with ethnocentrism, the current research would enable administrators to better understand the fans' cognitive and affective outcomes surrounding the initiation of the 39th game. In addition, the result would also provide a better insight into any future managerial decisions related to commercialisation, foreign investment and globalisation of EPL, which eventually help narrowing the gap between fans and stakeholders.

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Consuming Sport, Producing Atmosphere: The Attraction of Sport Events from a Spectator Perspective

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Background

In his important book on the nature of modern football fandom, King (2002:141) noted that «(...) the football fan does not simply purchase what the club presents to the fans. The commodity which fans buy is not confined to the players whom they watch; the fans also purchase the atmosphere which they themselves create (...) Paradoxically, at the football match, the fans are asked to purchase what they themselves actively and imaginatively create: the spectacle of support».
In research on football fans, some scholars claim that fans basically conduct a form of consumer behavior, meaning that it can be grasped by concepts and perspectives that are used to interpret consumption of popular culture in general (see, for example, Sandvoss, 2003; Dixon, 2013). Others (for example, Giulianotti 2002; King 2002) have tried to develop conceptualisations that make distinctions between different attitudes and practices among fans, for example that some fans are more consumer-oriented than others.

Theoretical Perspectives

The paper draws on various theoretical concepts. A common denominator is that it is inspred by insights from the Cultural Studies-tradition (see, for example, Hall 1980). A basic idea is the Encoding/Decoding model, which implies that a message from an organizer (for example, a sport event) may be supported, negotiated or opposed by the audience/spectators.

Research Questions

The schism between these approaches forms the point of departure for this paper. However, while most research on these issues, at least in Europe, has been done on football, my intention has been to investigate how they come into play in other sports, in this case: biathlon and handball. They are both commercially attractive sports (although not comparable to football), but they have a shorter history as major spectator events, The main research question is potential conflicts between fans and commercial sport organisations, and how they can be resolved.

Methodology

The paper is based on extensive fieldwork on spectator behaviour in biathlon and handball, supplemented by previous research on football fans. A mixture of participant and non-participant observation, combined with informal and often spontaneous interviews, is the main source of data.

Findings

Data suggest that both biathlon and handball fans are vital to the creation of the sport-specific atmosphere. The organizers of these events are much keener on «putting on a show» than is the case in most of football. The use of music is extensive, the PA service is utilised to a high degree and in some cases, these services aim to *direct* spectators into a specific form of behaviour. But a lot of it is ignored – although seldom explicitly opposed, as is often the case in football – by most spectators, who instead create their own rituals, practices and cultures. Participating in the rituals in these sports involves a form of «deep play» (Geertz 1973) on the

part of spectators: in order to be able to fully appreciate the ritual, they must familiarize with established practices, which are more often than not the product of fan practices, not of the direction of an organizer.

Conclusions and Implications

A large proportion of sport fandom research in Europe has been conducted on football fans. While it seems to be the case that football fans are more keen to oppose and protest against how the sport is run, fans in other sports are also active in creating the atmosphere they consume. Putting too much effort into atmosphere-enhancing ideas on the part of the organizer (for example PA services, the use of music etc.) may be counter-productive to the atmosphere that spectators are attracted by in the first place. It may not be false to label sport fans are consumers, but it blurs the distinction between the consumption and the production of sport-specific atmospheres.

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Psychometric Evaluation of a Measurement Model of Service Quality in Professional Football Spectator in Brazil

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Aim
The aim of this study was to test and validate the measurement model of service quality proposed by Biscaia, Correia, Yoshida, Rosado, and Marôco (2013) at a professional football event in Brazil. Since the cultural context tends to influence the model analysis, dimensions and results, it's understood as necessary to carry out this validation in this new context.

Theoretical Background and Literature Review
The literature of service marketing and consumer behavior in sport, points to the existence of several models and dimensions of service quality assessment (Greenwell, Fink, & Pastore, 2002; Theodorakis, Alexandris, Tsigilis, & Karvounis, 2013). The studies suggest that from the spectator perspective, the services are mainly focused on two dimensions: core product and ancillary services, which includes game-related components and complementary services, respectively. Nevertheless, it's distinguished as a controversial issue, treated in a multidimensional nature and there isn't unanimity as to which dimensions are most appropriate (Ko, Zhang, Cattani, & Pastore, 2011; Yoshida & James, 2011).

Research Design and Data Analysis
The initial proposed model evaluates the service quality from ten first-order dimensions: player performance, opponent characteristics, referees, frontline employees, facility access, seat space, security, facility design, game atmosphere and crowd experience. Each dimension was measured from three items (total of 30 items), on a seven-point Likert scale (1 = Strongly disagree to 7 = Strongly agree). Data were collected during seven matches of the Pernambuco Championship of Professional Football (2016), around the stadium before the games started. A total of 527 questionnaires were distributed using a convenient sampling method, 386 were considered valid (73.2%). A confirmatory factor analysis (CFA) was conducted to assess the measurement model. Several goodness of fit measures were adopted, including: x^2/df, CFI, GFI and RMSEA. The internal consistency was evaluated from the Cronbach's alpha coefficients. Convergent validity was evaluated through the average variance extracted (AVE) and discriminant validity was established when AVE for each construct was greater than the squared correlations between that construct and any other (Fornell & Larcker, 1981). Data were analyzed using AMOS 24.0 and SPSS 24.0.

Results and Discussion
The results of the CFA showed that the AVE values for facility access, security and seat space were lower than the squared correlations, indicating lack of discriminant validity. This finding is consistent with Biscaia, Correia, Santos, Ross, and Yoshida (2017) results in a study developed during the FIFA World Cup in Brazil. Based on this evidence, the three dimensions were merged into a single labeled facility functionality. This merger is supported by the literature, since some studies have shown that factors related to functional quality can be divided into customer relationship with employees and facility functions (Yoshida & James,

2011), or evaluate the facility as a whole (Greenwell et al., 2002). AVE values for opponent characteristics (.46), crowd experience (.47) and game atmosphere (.38) was below the suggested .50 criterion. The first two dimensions were maintained in the model, since the values were close to acceptable and Cronbach's alpha coefficientsgreater than or equal to .70. In turn, the game atmosphere dimension was excluded due to lack of convergent validity. After the model refinement process, all items presented factor loading between .61 and .90, higher than the cut-off point of .50. The reliability estimates were greater than .70 for all dimensions. Finally, the measurement model showed an acceptable fit to the data [x^2 / df = 2.23; GFI = .92; CFI = .94; RMSEA = .06]. The final measurement model consisted of 21 items, with three items representing each seven service quality dimensions.

Conclusion and Implications

The analysis and validation of the proposed model is an important first step to explore the perception of service quality in the context of professional football in Brazil, since there is a lack of studies in the country. From the managerial point of view, the model can be used to obtain information about the club performance in relation to service delivery, and to assist managers in the decision-making processes in the organization's marketing actions.

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Influence of Perceived Relationship Quality on Donor Behavior: Case of Professional Sport Charitable Nonprofit Organizations

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Aim

Through their own charitable foundations, sport entities have become highly engaged with social and environmental issues in recent years. However, given the increasing number of nonprofit organizations in professional sports, intensified market competitions for donor's dollars are coupled with the limited amount of financial resources for charities and donations; today, organizations must find effective ways to maintain current donor involvement and nurture future contributions. One of the logical ways to sustain charity funds would be to strengthen the relationship quality of an organization with its donors. The current study sought to answer the following research questions: (a) what are the important relationship quality traits in the sport nonprofit setting and (b) does the relationship quality of athletes and that of staff members influence donor behavior?

Theoretical Background and Literature Review

Relationship quality is defined as "overall assessment of the strength of a relationship, conceptualized as a composite or multidimensional construct capturing the different but related facets of a relationship" (Palmatier, Dant, Grewal, & Evans, 2006, p. 138) and the importance of personal interactions has been drawing considerable research attention in terms of customer relationships. Nonprofit researchers and practitioners have long regarded "friendraising" and "relationship fundraising" strategies as an essential component of any fundraising effort because such relationships make donors more involved and financially committed (Sargeant & Jay, 2004; Weinstein, 2009). Previous studies have confirmed the positive linkage between relationship quality of nonprofit organization and donor behavioral outcomes (e.g., Bennett & Barkensjo, 2005). Even so, only a limited number of studies have been conducted to examine such relationships in the context of professional sports. As professional sport nonprofit organizations provide various charity events and programs involving star players, donors have opportunities to meet and interact with high-profile athletic figures. Due to the unique conditions and situations, the relationship quality of athletes who engaged with fundraising events or charity programs might have a higher chance to influence donor behavior; similarly, the resulted relationships of event organizing staff members with donors would also help cultivate and reinforce donor behaviors. Yet, these speculations need empirical evidence; in particular, no consensus exists among investigators in terms of identifying underlining dimensions within the relationship quality concept in the context of sport-related charitable nonprofit organizations.

Research Design and Data Analysis

Due to the lack of a well-conceived theoretical framework, qualitative research process was first conducted to capture donors' perceptions regarding relationship quality between professional athletes and donors and also between respective nonprofit staff members and donors. After refining an instrument through conducting a test of content validity via a panel of experts, a questionnaire was formulated that contained items measuring perceived relationship quality of athletes and nonprofit staffs, along with items measuring donor behaviors (i.e., future intention to donate and positive word-of-mouth). All items were

phrased into a 7-point Likert scale. A total of 511 useful surveys were collected from professional sport donors through conducting an online survey. Both of an exploratory factor analysis (EFA) and a confirmatory factor analysis (CFA) were conducted to identify and confirm a set of latent constructs of relationship quality. Then, a structural equation modeling (SEM) analysis was performed to test the proposed correlations.

Results and Discussion

From the qualitative data, four relationship quality factors were identified (i.e., trustworthiness, commitment, sympathy, and friendliness). However, the EFA revealed two single global measures; Relationship Quality of Staffs and Relationship Quality of Athletes. The CFA showed an acceptable fit of the measurement model (χ^2/df = 2.71, CFI = .90, RMSEA = .081) and other validity and reliability estimates (Cronbach's alpha, factor loadings, and factor correlations) fell within the acceptable ranges as well. The SEM testing the inter-concept relationships indicated a satisfactory fit to the data (χ^2/df = 2.72, CFI = .90, RMSEA = .081). Overall, the relationship quality had a significant impact on donor behavior outcomes. In addition, the direct impacts of relationship quality of staffs and athletes on future intention (g = .70 and .23, respectively) and word-of-mouth (g = .71 and .20, respectively) were statistically significant.

Conclusion and Implications

Relationship quality is a critical concept for motivating and sustaining sport donor behavior. When donors are treated seriously and valuably by nonprofit organizations, they can play an important role in maximizing financial supports. Thus, organization managers should professionally act with honesty, kindness, sympathetic emotion, and dedication when communicating with their donors to maintain their donor base and seeking continuous support. When professional athletes are invited to fundraising events, nonprofit mangers should make sure the athletes act in the same manner as do the nonprofit managers. In addition, using the refined survey form would be helpful for sport nonprofit organizations to effectively monitor their interactions with donors and even select and train highly-qualified staff members.

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Fan Shop or Not? The Impact of Fan Loyalty on The Purchase Decision

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Aim

The relevance of merchandising sales as an important source of income for professional football clubs is uncontroversial. With earnings of 243.3 million Euro, the German Bundesliga generates about 8.2 percent of its revenues through merchandising sales. Especially the E-commerce market grows constantly. But: the clubs revenue share highly depends on the distribution channel. Sales via its own online channels bring about two times more revenue than the distribution via third-party suppliers. In fact, the club offers should be such attractive that consumers choose the official online shop as the first-choice channel. Regarding to this, the aim of this study was to examine which determinants have an impact on the decision-making process when purchasing online and how football clubs can affect the supplier selection to their own benefit.

Theoretical Background

Within the (online) purchase decision making process, consumers have to make a final choice between several retailers (Foscht & Swoboda, 2011). Following Lambertz et al. (2016), Park and Kim (2003) and Gaitzsch (2016), the main determinants that affects this decision making when purchasing online, are price-performance ratio, assortment, product availability, shipping speed, payment methods, website usability and the customer service. However, the final decision does not only depend on these tangible factors but also on psychological variables like loyalty to and trust in a retailer, as well as former experiences (Foscht & Swoboda, 2011). As relevant research has shown, sport consumers are characterized by an above average level of identification and emotional attachment that leads to an increased consumption incentive (Funk, 2016). Nevertheless, if this leads to a general competitive advantage, so that fans prefer the official online-shop instead of third-party suppliers, is mostly uninvestigated.

Methods

Therefore, a choice based conjoint analysis with 589 participants was conducted, in order to identify which determinants do have an influence on the fans selection of a supplier when purchasing merchandising products online. The aim of the study was to determine the consumers price (59 €, 69 € or 79 €), supplier (official Fan Shop or third party supplier), free added values (a fan scarf or a jersey imprint) and shipping speed (1, 3 or 5 days) preferences so as to identify how clubs can work out unique selling propositions. The participants received ten choice sets each with three jersey purchase situations and an non option. In addition, the participants were asked about their consumer behaviour and strategy when searching a supplier in e-commerce. Furthermore, the sport spectator identification scale (to figure out differences between fans with high and low loyalty) and the van Westendorp Price-Sensitivity-Meter (to determine an optimum price point) were integrated.

Results, Discussion and Implications

First findings show that the price has the highest relevance in the buying process (47 %) compared to supplier (22 %) and free added values (20 %). Less important is the delivery time having a relevance of only 11 %. This underlines the assumption that the above average identification of fans has a quiet strong impact on the supplier selection and can lead to a

competitive advantage for the clubs. The accepted price range for a jersey lies between EUR 35.00 and EUR 80.00. A price above this range is seen as too expensive and a price below this range is linked to low quality. Taking a closer look at the lower limit of the price range, there is a significant difference between the fan groups: It seems that fans with a high level of loyalty associate a cheaper price with worse quality, in contrast to the less loyal group. Due to a negative price stress you can even say that high loyalty fans accept a higher price level in club shops. All in all, the results confirm that the official online shops are in a good market position as they benefit from the loyalty of their fans. The club shop is the first source fans have a look at to get product information. Here, the clubs can charge an additional price due to loyalty of the fans and can highlight their products with added values. But nevertheless, the results of the conjoint analysis and the Price-Sensitivity-Meter show that a reduction of the current prices would be necessary to achieve a higher market share.

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Brand Image and Fandom of Professional Football Clubs - An Empirical Study of Brand Characteristics and Facets of Fandom in Social Media for Germany as Point in Case

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Aim and Theoretical Background

In sports, particularly in football, brand image plays an increasingly important role for clubs and their (financial) success. However, media usage has changed dramatically in recent years and so has the relationship between brands and their consumers. In sports digital media enable new types of interactions between clubs and fans, which makes optimizing brand image and communication indispensable for staying competitive. Our proposed contribution shall elaborate the characteristics of football clubs' brand images based on specific types of fandom and their engagement in social media as well as their consumption of football content across different media categories in general by investigating what differences in fans' loyalty, fandom and media usage concerning their favorite club brand exist, what they could be based on and how they depend on each other. To find out, we took the German Bundesliga as a point in case. Although there are several publications on partial aspects, there is no such encompassing study yet highlighting contrasting aspects of clubs as brands and their fan's media usage patterns, specifically in social media, and linking both of them into a coherent construct. Using established measuring instruments and applying them to the new possibilities of communication should guarantee a realistic assessment of the current situation.

While Stokburger-Sauer, Bauer and Exler (2008) offer a theoretical underpinning of brand image and a related instrument to its measurement, do Trail, Robinson and Kim (2008) provide a general typology of fandom in context of the Points of Attachment (PAI) Scale and the Sport Interest Inventory (SII) scale by Funk, Ridinger and Moorman (2003). How football fandom is performed in social media, we try to understand on the basis of the Sport Spectator Identification Scale (SSIS) by Wann & Branscombe (1993), Sport Fan Motivation Scale (SFMS) by Wann (1995) and a later investigation by Stewart, Smith, and Nicholson (2003). In addition to that, brand engagement in social media shall be studied along the lines proposed by Kolo et al. (2018).

Although already in 2001 Gladden and Funk developed dimensions of brand image in professional sports and associated these to brand loyalty and in 2008 Stokburger-Sauer, Bauer and Exler studied the individual dimensions of brand image on the basis of German Bundesliga in general, no categories that may serve as specific differentiator between clubs were derived. Furthermore, the relation of brand characteristics with media usage (particularly the active use of social media as a fan) remained obscure.

Research Questions

The previous investigations lead to the following research questions for this paper:
1: How is the new media usage changing the relationship between football brands and their fans?
2: What are the existing differences between characterizations of individual football brands and their fandoms in social media and are they qualitatively diverse?

3: How shows the current media usage behavior of football fans off and does brands (clubs, sponsors, etc.) have to react on it?

Methods

To shed light on these issues, 1.637 football fans of German Bundesliga clubs were questioned about their favorite club and their behavior in social media.
In a first step we want to understand the relationships of brand image and fandom for the Bundesliga clubs. We study that by applying a principal component analysis on brand characteristics and general aspects of fandom respectively, based on validated instruments from Bauer's Brand Image Concept, SII, SSIS and SFMS (see above). The result suggests a factorization into 4 respectively 5 components. A cluster analyses will show whether clusters related to brand characteristics and general aspects of fandom correspond.

These clusters are then in a second step studied in the light of different patterns of general media usage, concerning contents of the clubs. A third step shall shed light on how these general patterns translate to specific aspects of fandom in social media and specific patterns of social media usage respectively.

To control for sociodemographic patterns, age groups, formal education, gender as well as regional roots and current place of residence were distinguished. However, the survey is not representative along these dimensions.

Conclusion and Implications

Ultimately, our proposed contribution leads to a better understanding of German football clubs as brands and their fans. The results definitely elucidate the relationship of football clubs and their fans engagement beyond Bundesliga and even football. They serve also as a framework for managerial decisions on the sports club level. Leveraging brand impact by directed social media activities and an efficient integration of content of the club, its players as well as football in general shall improve commercial activities comprising sales of merchandise as well as sponsoring contracts. Differentiating the different Bundesliga clubs' activities concerning fandom in social media and its success therein based on audience measures highlight best practices for clubs with international ambitions as well as for the clubs playing rather a domestic role.

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Fantasy Sport: Divided Loyalty or Unconditional Love for the Game

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Aim and Theoretical Background

Fantasy sports participation is one of the fastest growing revenue generator in all of sports. In 2015, it reached out more than 56 million participants across the United States and Canada only, a growth of approximately 27% (FSTA). During the same year, participants spent on average 465$ on league-related costs such as fees and materials (Fantasy Sports Trade Association). Summed up quickly, those numbers lead to a 26 Billion industry that was only a fifth of that amount 7 years ago (FSTA).

Such numbers lead to a growth of attention both in managerial research and in academic research. Researchers have found that fantasy sports engaged people in this activity on average 5 to 7 hours per weeks (Weiss, 2007). So far, studies have mostly looked at fantasy participations relationships with media consumption, attendance, and gambling as well as developing a better understanding of the fan's motives and behaviors. For instance, previous results suggest that fantasy sports participants consume more sports-related content through even more diversified media such as: televised sports contents (game, news, post-game show) and internet (Dwyer & Drayer, 2010; Dwyer, Shapiro & Drayer, 2011; Pritchard & Funk, 2006). Attendance intention has also been shown to be higher with consumers who participate in fantasy sports leagues (Dwyer & Drayer, 2010). It has also been suggested that fantasy sports participation should be considered as gambling because of the potential gain or loss of money of such activity (Lee, Kwak, Lim, Pedersen & Miloch, 2010). Lastly, the major concern for league and team manager was the effect of fantasy sports participation toward fan loyalty. It was expected that such cognitive activity would decrease one's loyalty to a favorite team in favor of fantasy players. Surprisingly, researchers have demonstrated that one's attitude toward their favorite team remained the same or improved when participating in a fantasy league (Dwyer, 2011).

In this context, the purpose of the current study is to dive into these issues of fantasy players' loyalty and to better understand the mechanisms through which their team and players identifications are affected by fantasy participation. In addition, as several potential moderating mechanisms are often mentioned in the literature (type of sport, motivation to participate in fantasy…), this study aims at testing these effects.

Methods

Using individuals who are part of a Fantasy Football and/or a Fantasy Baseball community on Reddit, the 46-item survey was administered (posted) on both the Fantasy Football and Fantasy baseball community. A total of 4337 were received with a usable yield of 2643 surveys.

Findings and Discussion

Results are currently analyzed but initial results are summarized hereafter. According to Dwyer (2011), the nature of fantasy sports provides participants with a competitive interest in nearly every game and should, as a result, strengthen the overall league brand without weakening individual team brands. Not only does this research failed to confirm Dwyer's

work, it mostly mainly suggests the opposite. Fantasy sport participants who spent more time playing fantasy football identified more with their favorite fantasy player and showed higher level of attitudinal loyalty. Fantasy participation seemed to have little to no effect on team identification or attitudinal team loyalty. In the end, highly involved fantasy participants could consume more NFL/MLB products than lowly involved FP and therefore strengthen the overall league brand but it does come with the cost of weakening individual team brands. In addition, our results clearly demonstrate how fantasy participants' loyalty towards their favorite fantasy player negatively affect their behavioral decision towards their favorite team. Finally, the most surprising result of this study is most certainly the fact that highly motivated fantasy participants are more likely to lose interest in their favorite team as the years go by and to transfer their loyalty towards their favorite fantasy player.

With the increase of fantasy sport platforms and the growing trend of Daily Fantasy Sport, there is a real danger for NFL teams, in years to come, to have a weakened relationship with their fans.

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Consumer Experience Quality in Participant Sports: An Empirical Examination of a Japanese Marathon Event

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Aim

There is abundant service quality research in the context of participant sport (e.g., Theodorakis et al., 2015; Du et al., 2015). However, little attention has been paid to the empirical examination of consumer experience quality, which is a consumer's holistic response above and beyond simply the quality of service, but rather resulting from various experiences across multiple touchpoints (Yoshida, 2017). Therefore, this study aimed to provide empirical evidence for the built-in validity of consumer experience quality (Yoshida, 2017) and its impact on event experience, event-related identification, and behavioral consequences in the context of a Japanese marathon event.

Theoretical Background

Our conceptual framework is based on that proposed by Yoshida (2017). According to his framework, consumer experience quality in sports was divided into four qualities: (1) Core product quality, (2) service quality, (3) social network quality, and (4) relationship investment quality. However, the last quality was not included in this study because marathon events are annual, thus making it difficult for both participants and organizers to develop a mutual relationship. In the context of a once-a-year event, relationship quality does not fit the idea of relationship investment quality that is normally strengthened by regular communication with consumers (De Wulf et al., 2001).

Service quality directly influences event satisfaction and positive affect (Yoshida, 2017). As noted by many researchers (e.g., Yoshida & James, 2010; Du et al., 2015), event satisfaction is related to event-related identification and behavioral consequences. In addition, positive affect increases event-related identification (Madrigal, 2003) and behavioral consequences (Yoshida et al., 2014, 2015). Based on the above discussion, the twenty-seven hypotheses were formulated and empirically tested in this study.

Methodology

Data were collected from 434 participants at the Ako city marathon in Japan. First, core product quality was measured by six items with two underlying factors: "marathon characteristics and programs" and "physical change" based on the Ko and Pastore (2005). Second, service quality was measured using fifteen items to capture the two dimensions of "event staff" and "service environment" adapted from previous literature (Theodorakis et al., 2015; Du et al., 2015). Third, social network quality was measured using five items based on Ellison et al. (2007). Fourth, event experience was composed of two factors: "event satisfaction" and "positive affect," and the items to measure these factors were adapted from

previous research (Yoshida & James, 2010; Lacey & Close, 2013). Fifth, two types of event-related identification were operationalized in this study: "event identification" and "event community identification" based on Filo, et al. (2012) and Yoshida et al. (2015). Finally, behavioral consequences included four factors: "performance tolerance," "prosocial behavior," "management cooperation," and "behavioral loyalty" based on previous studies (Yoshida et al., 2014; Yamaguchi et al., 2015).

Results and Discussion

Following Anderson and Gerbing's (1988) two-step approach, we first analyzed the measurement model. The CFA result indicated an acceptable fit with the data, with χ^2 / df = 2.73, CFI = .88, and RMSEA = .063. Composite reliability was above the recommended threshold of .60 (Bagozzi & Yi, 1988). With regard to AVE, although two factors, "marathon characteristics and program" and "service environment," were slightly smaller than the recommended standard of .50 (Fornell & Larcker, 1981), the other factors exceeded the .50 cutoff. Overall, the measurement model was in the acceptable range.

The results of SEM revealed an acceptable fit to the data (χ^2 / df = 3.43, CFI = .83, RMSEA = .075). The laying out of marathon characteristics and programs had positive effects on event satisfaction (β = .58, p < .001) and positive affect (β = .49, p < .001). The results also showed that physical change had an influence on positive affect (β = .38, p < .001), but physical change did not affect event satisfaction. Furthermore, the results demonstrated that service environment was found to be an important factor to increase event satisfaction (β = .58, p < .001). Additionally, event satisfaction was positively associated with event community identification (β = .18, p < .05), performance tolerance (β = .25, p < .001), and behavioral loyalty (β = .27, p < .001). Although positive affect did not influence event satisfaction, it was a significant predictor of event identification (β = .40, p < .001) and event community identification (β = .39, p < .001). Moreover, the effects of event identification on performance tolerance (β = .29, p < .001), prosocial behavior (β = .18, p < .001), management cooperation (β = .29, p < .001), and behavioral loyalty (β = .40, p < .001) were positive and significant. Finally, event community identification had a strong effect on performance tolerance (β = .34, p < .001), prosocial behavior (β = .67, p < .001), management cooperation (β = .60, p < .001), and behavioral loyalty (β = .31, p < .001).

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Application of the Multilevel Service Design Method to Redesign a Sport Event

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Aim

Recently, scholars from the service management sector proposed that the creation of compelling experiences, throughout a customer's journey, is vital for the success of organizations (Lemon & Verhoef, 2016). Despite the fact that sport services are highly experiential, the concept of customer experience received little attention from sport and event management researchers (Funk, 2016). By applying the multilevel service design (MSD) model (Patricio et al., 2011) in the context of a sport event, we aimed first to understand the key determinants of customer experience, and second to redesign the customer journey in an effort to improve runners' overall participation experience.

Theoretical Background

Based on the definition put forward by Verhoef et al. (2009, p.32), customer experience in sport events is a holistic and dynamic construct that encompasses a runner's cognitive, affective, emotional, social, and physical responses to the sport event's multiple touch points and channels of purchasing. To describe customer experience in such a complex service system, a systematic service design approach deems appropriate (Patricio et al., 2011). The MSD's scope is to address the experience of customer by developing the service offerings on three hierarchical levels: (i) the service concept, (ii) the service system, and (iii) the service encounter. The method does not solely focus on the firm's (i.e. event organizer) service offerings but addresses the service experience provided by other organizations associated with the particular event (Patricio et al., 2011).

Methods

The MSD method was applied in the context of an international recurring running event that attracts more than 20,000 runners. Initially, a research team comprised by event managers and researchers was created to analyze the current service offerings and to identify potential solutions that will improve runners' experience. To further understand participants' experience throughout their customer journey, two qualitative methods were conducted: 14 semi-structured interviews and five focus groups ($N = 34$) with runners who had different past experience of the event and levels of running involvement. The six phase thematic analysis approach proposed by Braun and Clarke (2006) was used to analyze data.

Results

Step 1: Studying the levels of a runner's experience. Information derived from the two qualitative methods, along with observations and a walkthrough used to map the overall customer journey and to develop the event's service offerings. *Step 2: Designing the event's service concept.* Based on the value constellation experience, the event's service concept was developed. The proposed customer value constellation included elements traditionally associated to the event organizer (e.g. registration), but also new ones provided by other service providers such as training plans, and suggestions for post-event entertainment. *Step 3: Designing the event's service system.* In this step all experience factors and service encounters were identified. Briefly those were: needs for running, seek information, registration and

payment, pre-event preparation and practice, collection of bag, transportation and parking, pre-event entertainment, the race, post-event entertainment and results. *Step 4: Designing the event's service encounters*. Each service encounter was analyzed in order to understand how value is co-created from the interactions between the organization and participants. Suggestions made by runners were used to redesign each service encounter. Finally, each service encounter was illustrated using the service experience blueprint diagram (Patricio et al., 2008).

Conclusion and Implications

To improve participants' overall experience, we redesigned an existing sport event by applying the MSD model. To the best of our knowledge, no prior studies have proposed this holistic interdisciplinary service design method to improve a complex sport service system such as an international running event. Regarding managerial implications, the application of the MSD assisted event's organizers to fully understand participants' customer journey through different touch points and channels. Eventually, the organizers were able: (i) to redesign existing and provide new service offerings on the value constellation, service experience and service encounters levels of experience, and (ii) increase collaboration with external partners (e.g. local municipality, public transportation authority) in an effort to provide seamless experiences to participants across the whole purchase cycle.

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Sport-related Commuting, Travel, And Subjective Well-being: The Unhappy Commuter and the Happy Sport Tourist?

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Aim

This study examines the effect of sport-related commuting/travel for different purposes, including regular weekly participation, competitions/tournaments, league games, day trips, and sport vacations/training camps, on subjective well-being (SWB). It advances the following research questions: How are participation frequency and commuting/traveling for different participation purposes related to SWB? Since the direction of the relationship can be both ways, i.e., sport participation might add to SWB, but happier people might also be more likely to participate in sport, the second research question considers reverse causality: What is the causal effect of participation frequency and commuting/traveling for different purposes on SWB? The results of this study have implications for sport managers employed in sport clubs and associations and in tourism agencies. Since sport participation is supposed to enhance SWB, information about whether well-being effects are evident for all types of sport participation purposes and associated commuting and traveling provides valuable knowledge for sport managers.

Theoretical Background and Literature Review

From a theoretical perspective, individuals are assumed to plan and undertake activities, such as shopping, social, and recreational activities to satisfy their needs and improve or maintain their level of SWB (Abou-Zeid & Ben-Akiva, 2012). Travel and commuting can have both negative and positive effects on SWB. Starting with negative effects, people are confronted with various environmental stressors, such as crowd, congestion, noise, and pollution, during commuting and travel (Koslowsky et al., 1995). On the positive side, individuals might value travel because it facilitates engagement in their daily activities which, in turn, might help them progress towards their goals in life or derive enjoyment from pursuing these activities (Ettema et al., 2010).

Previous studies have documented a positive effect of sport participation on SWB (Downward & Dawson, 2016; Huang & Humphreys, 2012; Pawlowski et al., 2011; Ruseski et al., 2014). The empirical evidence with regard to the relationship between commuting, travel, and SWB is inconsistent: Some studies have indicated a negative relationship (Kahneman et al., 2004; Stutzer & Frey, 2008), while others have observed no significant effect (Dickerson et al., 2014). Studies detecting a positive effect on SWB have highlighted the importance of active commuting in the form of walking and cycling (Martin et al., 2004; Rasciute & Downward, 2010; St-Louis et al., 2014). Hence, existing research has examined either sport participation or (active) commuting and traveling, while commuting and traveling for the purpose of active sport participation has received less attention.

Research Design and Data Analysis

Survey data on the commuting and sport-related travel behavior of active sport participants in 21 sports in Germany were collected between January and June 2016 (n=7,060). Participation frequency and the number of kilometers travelled for different purposes were assessed for

2015. The online survey included questions about respondents' sport biography, sport participation frequency and travel behavior, and socio-economic characteristics.
Both linear and instrumental variable regression analyses (GMM) were estimated with SWB as dependent variable and standard errors clustered by sport. The latter take endogeneity into account by using a set of instrumental variables (sport motivation, sport club density, survey month) for the five sport participation frequency and distances variables, respectively.

Results and Discussion

Respondents are on average 30.9 years old and 62.0% are male. They have practiced their sport for 11.7 years and 69.6% are a club member. Approximately 31% have A-levels and 43% a university degree. Average income is €1,627 and life satisfaction is 8.5 on an 11-point scale. Altogether, they participated in 109.1 weekly sessions (equivalent to 2,582km), 1.4 competitions/tournaments (472km), 4.0 league games (373km), 1.5 day trips (389km), and 0.8 sport vacations/training camps (1,884km) in 2015.

The results of conventional regression analyses show a significant negative relationship between commuting to regular training sessions and SWB, while the association between sport vacations/training camps is positive and significant. The instrumental variable models reveal significant positive effects for weekly commuting and day trips, suggesting that the notion of the unhappy commuter does not hold for commuting for sport participation purposes. All other sport participation purposes are not significantly related to SWB – neither in terms of participation frequency nor distance travelled.

Conclusion and Implications

The findings support the importance of considering the causality of effects which many existing travel studies have neglected. Another contribution of this study is that it considers the heterogeneity of individual sport participation behavior by distinguishing different participation purposes. The insignificant effect of participation in competitive sports (tournaments, league games) suggests that sport organizations need to be more proactive to make their core product a pleasant experience.

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Sports Tourism Demand in England: Economic and Physical Activity Tradeoffs

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Aim and Question

Tourism contributed 9% of the GDP of the UK economy, with a value to England of £91.7bn in 2016 and day trips accounting for £53.5 bn of this. Tourist Day visitors are trips of greater than 3 hours duration away from the home environment to engage in leisure, recreational and social purposes. Activity tourism is a rapidly growing segment of this market, and refers to either sports tourism (Weed, 2006), or adventure tourism (Beedie & Hudson, 2003). Activity tourism is now viewed as a central component of current UK policy as outdoor recreation is perceived to be more likely to contribute to achieving health and well-being outcomes for the nation than traditional sports, which have been the focus of existing physical activity policy (Department for Culture, Media & Sport, 2015). The aim of this paper is to evaluate the role that outdoor sport activities play in Tourist Day visitor activity to inform both economic and physical activity policy outcomes. The research question addressed is:

Does activity tourism within Tourist Day visits contribute to achieving both economic and physical activity policy outcomes?

Theoretical Background

Drawing upon the economic theory of household production (Downward et al., 2009), it is recognised extensively in the tourism literature that visitor expenditure, which is central to the economic impact of tourism, is closely related to the duration of visits. This is because they are viewed as a symbiotic economic exercise of consuming time and other resources. The current research draws upon this time-allocation theory to explore the trade-offs also predicted by the theory in exploring the economic and physical activity consequences of Tourism Day visits. This has not been undertaken in the existing literature.

Research Design and Data Analysis

The data used in this study is drawn from The Monitor of Engagement with the Natural Environment (MENE) survey which collects data on the behaviour of the English population aged 16 years old or older in an annual rolling cross-section of approximately 45,000 individuals. Interviews take place every week and only one interview is undertaken per household. Data in this study draws on responses from 2012 to 2016 on a subsample of 5,004 individuals. This is because since 2012 the duration of a trip was only measured for a random sample of visits rather than all visits and other questions, such as expenditure during visits, are only asked once during the last week of each month.

A three-stage least squares estimator was employed to explore the determinants of the expenditure associated with, and duration of, the Tourism Day Trips. This is to account for the endogenous nature of the two dependent variables. The key independent variables included in the analysis comprise the activities undertaken, which includes sports. Other key confounding variables were included drawing on Brida and Scuderi (2013). Literature identifies the need for such analysis as it has not been undertaken before (Thrane 2015).

Results

Based on valid instrumental variable estimates of the structural equations describing the components of demand, the key results obtained are that expenditures and the duration of visits are causally and positively related, as emphasised in the literature through correlations. However, the impact of specific activity variables on expenditure and duration is more complex. For example, walking and field sports are positively and negatively related to expenditures respectively. However, they are also negatively and positively related to the duration of the trip. Whilst this might suggest that economic impact is more readily established from walking as an activity, which would have obvious physical activity benefits as well, once the interactions between expenditure and duration are accounted for, only field sports have a positive impact on expenditures.

Conclusion and implications

The research makes contributions through exploring unique data, applying research techniques that the literature establishes as necessary but lacking and critically informing existing literature which emphasises the symbiosis between expenditure and duration on trips. The results suggest that developing sports activity tourism to meet both economic and health and well-being outcomes needs to be carefully balanced and not simply rely on single equation insights or the symbiosis of expenditures and duration. Policy and management of sports tourism thus needs to be nuanced.

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Local Resident's Assessment of Major Sports Events - A Case Study of the 2017 UCI Roald World Championship

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Introduction and Aim

Major international sport events are often subject to controversy in the hosting communities. Advocates tend to argue that there are significant economic benefits attributable to hosting them, as well as intangible benefits (e.g., increased pride among local residents). On the other hand, opponents claim that direct benefits are likely to be small and that intangible values will be out-weighted by congestions, disruptions and generally discomfort due to crowding. Nevertheless, the majority of local residents seem to support the idea of hosting major sports events (Preuss & Solberg, 2006), but exceptions are found for mega events. For instance, recently Oslo, Munich and Innsbruck dropped plans to bid for the Winter Olympics after a majority of residents voted against the idea in local referendums.

One-off events like the Olympics, World Championships etc. are unfamiliar to the host communities. Hence, residents' expectations toward such events may be uncertain and attitudes are likely to be volatile and change, positively or negatively, in consequence of the event. The present study investigates changes in resident opinions for a one-off event; the 2017 UCI World Road Cycling Championship held in Bergen, Norway. A main objective is to examine if and how the event influences residential attitudes and the monetary value (willingness-to-pay) they place upon hosting the event. We also investigates how a one-off event like this influences WTP for three recurring cultural events in Bergen.

Theoretical Background and Literature Review

The literature that has measured the value of hosting sports events has mainly used economic impact analysis (EIA) and cost-benefit analysis (CBA) (Nooij & Van den Berg, 2018). EIA only measures the revenues, not the costs, which limits the ability to measure the welfare economic value. Economists have therefore preferred cost-benefit analyses (CBA), which measure both revenues and costs. Additionally, CBA aims to estimate monetary values of intangibles benefits (e.g., residents' pride and enjoyment), and intends to quantify the values of negative effects, such as crowding and other sources of discomfort (Késenne, 2005).
One of the most common instruments to assess non-market goods is the contingent valuation method - or CVM (Mitchel & Carson, 1989). This method has also been applied on sports events (e.g., Walton et al., 2008; Andersson et al., 2004), and is used in the present study.

Research Design

Data was gathered through an internet panel provided by a market research agency. The target population was residents 18 years and older in Bergen and five neighboring municipalities. The study comprises a pre-survey (702 respondents) three weeks before the event and a post-survey (433 respondents) three weeks after the event. The empirical analyses are based on respondents who completed both surveys.

The questionnaire was identical in the two surveys. Resident opinions concerned various aspects on how the event would impact/impacted city life and personal feelings. Moreover, respondents stated if they would have voted for or against hosting the event if the local authorities had organized a referendum. The final questions measured willingness to pay

public fees to finance four different events (the comparative events are recurring formats in Bergen):

- Major international championships, similar to the UCI World Championship
- Bergen International Music Festival
- Tall Ship Races
- Concerts with famous international artists

Respondents should state the amount they were willing to pay in an annual tax to host these events (the maximum amount was restricted to NOK 1,000).

Results

Preliminary results show that 40% would have voted yes to host the Championship before the event (pre-survey), and 45% after (post-survey). WTP for the WC Cycling increased by NOK 39 (from NOK 130 to NOK 169), while the WTP for the other events decreased. Regression analyses showed that those who felt *pride, enthusiasm* and *inspiration* exhibited a higher WTP toward the championship. Fears of *crowding* and lack of *safety* had a negative effect on WTP only in the pre-event study. Respondents interested in sport showed a higher WTP than others. Likewise, men showed a higher WTP than women in the pre-event survey, but not after. However, both surveys showed that a higher proportion of men were willing to support the championship financially. Age had a positive effect on WTP, but only in the post-event survey. Sporting performances of Norwegian cyclists did not influence any of the attitudes of the respondents.

Conclusion

This was the first time the city of Bergen hosted a major international sport event. Survey results showed that local residents enjoyed the event more than they expected. The negative effects were either unfounded, or were out-weighted by the positive effects. This was the main results in both the referendums and the WTP-questions. A more profound discussion of the results and implications will be presented at the conference.

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Volunteering at the Youth Olympic Games: More Than a Distant Memory?

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Aim

The aim of the study is to further explore how the measurement of memory can be a tool to investigate the social impact of sport mega-events. Using the Youth Olympic Games as the object of examination, the following research question has been posed: what is the relationship between memory experiences of Youth Olympic Games volunteers from Singapore 2010 and Nanjing 2014 and their subsequent volunteer behaviour? Based on the literature, it is assumed that this relationship is influenced by mediating variables of role identity as a volunteer and durable perceived benefits from the volunteer experience.

Theoretical Background and Literature Review

Autobiographical memory refers to events that are personally relevant and includes both episodic and semantic information about the self (Luchetti & Sutin, 2015). Memory is an important construct as remembering the past plays a role in framing and reconstructing identities and it can potentially guide future volunteer behaviour (Fairley, Green, O'Brien, & Chalip, 2014). Research has confirmed that both role identity and perceived benefits may develop following event experiences and that these concepts can be the impetus for a volunteer career (Doherty, 2009; Fairley et al., 2014). Memories arising from experiences have been examined in the case of World Expositions to understand the long-term impact of visitors' experience in an informal leisure context and to understand what factors influence the memory vividness (Anderson & Shimizu, 2007). With regard to sport volunteering, little is known about the impact of sport-mega events on volunteers' future behaviours. Undertaking an activity like volunteering may impel individuals to internalize the activity into their self-concept and thus form a role identity. By including memory as a construct to examine volunteer behaviour in the post-event period, the study expands on the work of Fairley, Gardiner and Filo (2016) who have used qualitative data to understand how memory can be considered an Olympic legacy by potentially impacting identity, durable perceived benefits and continued volunteer behaviour. This study will adopt a quantitative approach to further examine this relationship.

Methodology and Data Analysis

The participants in this study are volunteers who have been involved with the Youth Olympic Games in Singapore in 2010 or in Nanjing in 2014. Quantitative data are being collected via an online survey which is available in Chinese and English from May until July 2018. The survey was piloted prior to the data collection. Key informants with regard to the organization of the Youth Olympic Games in Singapore and Nanjing have been identified and contacted to invite volunteers in their network to complete the online survey. The technique of snowball sampling is used to achieve a sample size of 330 participants to ensure the validity of the findings. The survey includes the short form of the Memory Experiences Questionnaire (Luchetti & Sutin, 2015) that assesses 10 memory characteristics, including vividness, coherence, accessibility, time perspective, sensory details, visual perspective, emotional intensity, sharing, distancing, and valence. We selected items from existing scales to measure role identity as a volunteer (Callero, 1985), durable perceived benefits from the volunteer

experience (Doherty, 2009) and behavioural change. Internal consistency measures (Cronbach's alpha) based on the correlations between different items will verify the scale reliability. Confirmatory factor analysis will be used to explore the quality of volunteers' memory within the 10 dimensions of the Memory Experiences Questionnaire. A Multivariate Analysis of Variance will be adopted to compare the mean differences between the two cities and different post-event periods (four or eight years after the event). All 10 dimensions will be entered into a simultaneous regression to understand the relationships between memory and volunteer behaviour.

Results and Conclusions

The study is funded by the 2018 IOC PhD Research Programme and data collection will be completed from May until July 2018. Since the development of the survey, 180 responses have been collected. The data collection is ongoing. Although preliminary findings, discussion and implications are not yet available, the authors guarantee that they will be available by the time of the conference. The findings of this study will have important implications for future practice in facilitating and maintaining young individuals' memory experience of volunteering at the Youth Olympic Games, which can build support for potential volunteering participation in the post-event period.

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Can Involvement with the Olympic Games Affect Perceptions of Human (Olympic) Values?

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Aim
To explore and describe the association between human values and sport as a function of the involvement with the PyeongChang 2018 Winter Olympic and Paralympic Games.

Theoretical Background
The goal of the Olympic Movement is "to place sport at the service of the harmonious development of humankind, with a view to promoting a peaceful society concerned with the preservation of human dignity" (IOC, 2017, p.11). To attain this goal, the International Olympic Committee (IOC) has promoted the so-called Olympic values – friendship, excellence, and respect (IOC, 2014). Olympic values are in fact human values, which can and should be promoted through sports (Schwartz, 1994). Despite all economic and social controversies surrounding the most recent Olympic Games, the Games are the most important channel to promote the Olympic values. They create a unique media interest. Before and during the Games, the media reports stories of success and Olympic dreams, communicating values such as perseverance, fair play, hard-working, and respect for others. Involvement with the Games (Beaton et al., 2011; Shank & Beasley, 1998) may create in people a certain level of awareness about values.

Research Design and Methodology
We started creating items for the three dimensions of the Olympic values (friendship, excellence, and respect). After running a CFA, the model did not fit the data, indicating that the theoretical dimensions might not work in practice. Then, we gave a step back and conducted an EFA, from where we got the three dimensions of the Olympic values proposed in the abstract – friendship, excellence with respect (which comprises original items relate to both excellence and respect) and no discrimination. Although "no discrimination" is not formally recognized as an "official" value of the Olympic movement, this last value has been greatly explored by the IOC (see, for example, IOC (2017)). Therefore, we tested if this value could come along the official ones.

Chain-referral sampling technique was applied to reach a large, non-random sample (n = 570) of sport professionals and students in South Korea, the country of the host of the 2018 Winter OG. Most of the respondents were male (60.2%), single (92%), young (age M = 22.9, SD = 4.6) professionals (71.7%). They responded an online questionnaire, one to three weeks after the end of the 2018 PG. The association between human values and sport was measured after Rocha and Gratao's (2018) values questionnaire. Behavioural involvement was measured based on how much time respondents spent watching TV and using the internet to watch competitions and to read news related to the Games, during the Games.

We opted to measure directly the association between sport and values instead of asking for both variables and measuring their association (for example, through correlation). We justify this option by saying that a person can have a very high perception about sport and a very high perception about human values, but not, necessarily, this person will see a strong association between these two constructs. Had you measured both and calculated the

correlation, the correlation would be high. However, this does not mean that the respondent perceived the association strength to be high.

Results

Results of the measurement model for the human values (CFI = .966; TLI = .956; RMSEA = .082) and for the attitudinal involvement (CFI = .984; TLI = .979; RMSEA = .075) scales showed an acceptable fit. Results indicated that the three factors model for values – friendship (3 items), excellence with respect (5 items), and no discrimination (9 items). Results of the structural model showed an acceptable fit (CFI = .951; TLI = .940; RMSEA = .068). The path coefficient from involvement with the OG to friendship was significant (afri = 0.112, p = .03), but it was not significant to either respect with excellence (arex = 0.083, p = .10) or no discrimination (anod = 0.071, p = .15). The path coefficient from involvement with the PG to friendship was no significant (afri = 0.073, p = .16), but it was significant to both respect with excellence (arex = 0.097, p = .05) and no discrimination (anod = 0.096, p = .05).

Discussion and Conclusion

Involvement with OG and PG may have some influence on the association strength between human values and sport. These results partially support the findings of Rocha and Gratao (2018), who investigated the same association in Rio 2016 OG. Other investigations have discussed differences between Olympic and Paralympic legacies (e.g. Dickson et al, 2011; Misener et al., 2013), but they have not explored possible influences of factors related to the Games on specific intangible legacies. Testing the effects of involvement with either OG or PG on association between human values and sport is innovative and generates new knowledge. The use of only two behaviours to represent involvement is a limitation of this study. Future studies should consider not only other behaviours, but also some type of attitudinal involvement.

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The Role of Resident Sport Involvement in the Evaluation of Mega Event Impacts

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Aim and Theoretical Background

The purpose of this study was to explore how psychological sport involvement influences residents' perceptions of mega event impacts in their community. The sport involvement literature suggests when a person is invested psychologically in an activity they tend to be more supportive of that activity or product (Beaton, Funk, Ridinger, & Jordan, 2011). If we transpose this theory in the context of residents' impact perceptions from mega sport event hosting, it can be hypothesized that higher psychological involvement with sport activity and a sport event such as the Youth Olympic Games (YOG) can influence perceptions of impacts and legacies created from the event hosting (Kaplanidou, 2007). These hypotheses become relevant within the framework of social exchange theory, which suggests an evaluation of an exchange process between the residents' QoL and the events impacts can become more positive when the residents are involved in some of the elements of the exchange process (Karadakis & Kaplanidou, 2012). Therefore, the purpose of the study was to assess how involvement with sport and the YOG influences the perceptions of event impacts and community quality of life perceptions.

Method

To test the research questions of the study, the 2016 YOG were chosen as a case study. A web survey was constructed according to information initially collected through informal interviews via skype with two high ranking officialsof the 2016 YOG in Lillehammer, Norway. Data were collected using Qualtrics and their international consumer panel with residents in Oslo and Lillehammer during November 15, 2017 and November 20th, 2017. The sample with only Lillehammer residents was not viable, the sample also included Oslo residents with questions controlling for knowledge and awareness of the 2016 Lillehammer Games. There were 171 respondents who answered the survey. A number of survey questions asked the residents their psychological involvement with YOG 2016, their involvement with playing sports and their perceived perrsonal and community quality of life. Likert type questions were used where the respondents indicated their disagreement or agreement. The survey also included items related to 2016 YOG impacts that were generated from the Olympic Games official Final report submitted to the IOC and the interviews with the officials. In total, 15 linear regressions were estimated with involvement with YOG and involvement with sports as the independent variables, while 12 impacts were the dependent variables and 3 variables were related to either personal or community quality of life perceptions.

Results

The results revealed for all 15 regressions testing the influence of the involvement with YOG and the involvement with sports on various event impacts, the predominant predictor was the involvement with the YOG. More specifically, *involvement with YOG* predicted the following dependent variables (event impacts):

The YOG helped young people gain new skills and knowledge (β=.354, p<.001), The YOG promoted environmental values (β=.234, p<.05); The YOG has brought more sport development in winter sport (β =.199, p<.05);The YOG enhanced Lillehammer's image as a winter sport destination worldwide (b=.245, p<.05); The 2016 YOG brought more educational programs in sport management in Lillehammer (no significant predictors for this item); The YOG increased the pride of the Lillehammer residents (β =.231, p<.05);The YOG brought more cultural diversity to the host city (β =.195, p=.05); The YOG increased opportunities for small business to grow (β =.210, p<.05); The YOG created better student housing options in Lillehammer (β =.24, p<.05); The YOG revitalized the volunteer mentality of local residents for future sport events (β =.31, p<.01).

Involvement with sport predicted the following dependent variables (event impacts): The YOG was an opportunity to train youth on sport event management issues (β =.214, p<.05); The YOG took money away from other projects that would have benefited other non-host communities (β =.209, p<.05). In addition, this variable predicted community quality of life perceptions in terms of satisfaction with the public services (such as transportation, communication, health services, etc.) (β =19, p=.05), overall quality of life perceptions (life as a whole, β =.245, p<.05), Finally, none of these variables influenced satisfaction with community quality of life aspects related to the recreation opportunities (such as festivals & sport events) while both variables predicted beliefs related to the event success stated as "I believe the 2016 Lillehammer YOG was a successful event for the region" (sport involvement β =.20, p<.05, YOG involvement β =.43, p<.01).

Conclusions

The novelty of the study is in its connecting sport involvement construct with outcomes related to perceived impacts and quality of life. To our knowledge, we are not aware of another study to establish these links. Given the turbulence in the Olympic movement about low interest among potential host cities to bid for Games, these results suggest mature sport societies may be more appropriate hosts in terms of being able to appreciate event impacts.

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Social Impact of Events on Residents: Comparing a Perception – versus an Experienced-based Assessment

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Aim

Past research mainly relies on residents' accounts of perceptions of social impacts of events, but do not necessarily measure how residents actually experience social impacts themselves. This study contrasted and compared social impacts of events measured based on perceptions, with results from an experience-based assessment tool to explore better ways to measure social impacts of events.

Theoretical Background and Literature Review

Previous studies have investigated social impact of sporting events mainly based on public perceptions (e.g., Balduck et al., 2011; Kim, et al. 2015). However, the focus is starting to shift from perceptions to more personal psychosocial benefits of sporting events, such as psychic income (e.g., Oja et al., 2018), personal well-being (e.g., Yolal et al., 2016), quality of life (e.g., Ma & Kaplanidou, 2017), or residential happiness (e.g., Taks, et al. 2016). These studies call for an evaluation based on "personal experiences" (e.g., The event makes me feel happy…) rather than "public perceptions" (e.g. The event makes people happy …). Clearly, public perceptions are usually framed by the media (e.g. Sant & Mason, 2015), which influences peoples' understanding of an issue (Chong & Druckman, 2007). In contrast, experience-based assessment measures the actual "lived experiences" of social impact of sporting events on host residents. Thus, this study aimed to differentiate the two approaches to identify if they reveal different outcomes of social impacts when the same event is taken into consideration. The goal is to explore ways to more accurately assess social impact of events. The context for the study involves citizens from Tokyo and the upcoming 2020 Tokyo Summer Olympic and Paralympic Games (OPG). Given that the event is hosted in two years' time, this study tested "expected" or "anticipated" personal experiences versus preconceived perceptions of the OPG.

Research Design and Data Analysis

Data were collected through an Internet-based survey conducted by a Japanese Internet research service company in February 2018. Stratified sampling based on demographic variables (gender and age groups) from the Population Census of Tokyo was performed to establish a representative view of the 1030 participants (successful response rate: 98.7%). Participants were randomly classified into two groups: Group A (n = 515) responded to experience-based items only; Group B (n = 515) responded to both, perception- and experience-based items (in that sequence). The two scales were adapted from Author's (2017) Social Impact Experience Scale (SIES), and consisted of 23 items, representing seven predetermined factors: "social cohesion," "community spirit," "social capital," "community involvement with regard to the event," "sport participation and physical activity," "disorder and conflict," and "feelings of (un)safety". Given the two-year anticipation, items were formulated in future tense. Social Impacts Experience items were worded in the "me" form (e.g., The event will strengthen *my* friendships/relationships in the community); Social Impact Perception items were worded passively (e.g., The event will strengthen peoples' friendships/relationships in the community). All items were measured on a seven-point Likert scale (1- *Strongly disagree* to 7- *Strongly agree*). Social impact experiences were compared

with perceptions using: (a) independent t-test between the experience constructs for Group A and perception constructs for Group B; and (b) paired t-test of experiences and perceptions within Group B.

Results and Discussion

The sample was representative of Tokyo city residents. No significant differences appeared between Groups A and B in demographic variables, indicating no selection bias. CFA confirmed the factor structure of both scales. The results of the global fit indexes, which assessed the proposed model's fit with the data (χ^2/df = 2.42 (898), $p < .001$, CFI =.933, TLI = .923, RMSEA =.053, SRMR = .046) showed that the measurement models fit the data. Reliability, convergent and discriminant validity were tested and deemed acceptable. Independent t-test showed no significant differences in personal experience between Group A and Group B, indicating no response bias. Comparisons between perception and experience scales consistently showed that social impact factors measured through perceptions were significantly higher than those measured through experiences.

Conclusion and Implications

The results confirmed our expectation that previous studies applying public perception-based scales consistently overestimated the social impact of sport events. The experience scale revealed that residents do not anticipate to benefit socially from hosting the OPG. It remains to be seen if the level of "lived" experiences will change when the event actually takes place in two years' time. However, two years prior to the OPG there is a clear gap between perceptions and anticipated experiences; people have very little expectations that the OPG will affect their personal lives socially, while they perceive some benefit for the community at large. It is essential that proponents of events are aware of this important distinction, so they can inform host communities more realistically how events actually affect people socially (or not), instead of overestimating the social impact claims.

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Comparing Two Types of Nature Sport (Event) Tourists in Germany Based on Travel Motivation and Behaviour– the Case of Ski Tourers vs. Trail Runners

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Introduction

Nature sport (events) and the tourism around these, if applied correctly, can contribute to the strategies of a sustainable local development of mountain destinations (Stroebel, Moesch & Buser, 2018). While the behaviour of sport tourists has been investigated in various studies, little is known about their motivation to participate in specific sport activities on a trip. To better understand decision making processes of tourists in general and sport tourists specifically, understanding the motivation of the tourists is one important step. Only if the decision making process of the tourists is understood, can sport tourism contribute to a local development strategy (Weed 2014). Trail running as a growing trend sport (event) and ski touring as a traditional winter sport can both be considered niches to the nature sport tourism market with a need for further research. The authors acknowledge both types of sports as fast growing areas of nature sports with a high potential for developing active sport tourism in destinations. Therefore, learning more about these to date scarcely investigated active sport tourists is essential when dealing with destination management through sport tourism. This study aims to analyse the motivation of participation and travel behaviour of these two unique groups of sport tourists. A comparison of these two groups is adequate, since both are nature sports in mountain regions, but the activities are practiced in different seasons. This makes it possible to further improve the understanding of sports tourists. Trail runners participating in the SachsenTrail 2017 will be compared to ski tourers questioned in the winter season 2017/2018. Based on the data, it will be investigated and discussed whether and how these nature sports can contribute to the development of tourism destinations.

Method

Using a questionnaire based on the German Travel Analysis FUR (2013) and Hodeck and Hovemann (2016), participants of the SachsenTrail 2017 as well as active ski tourists in Germany from the winter season 2017/2018 were asked about their social-economic data, their motivation and their travel behaviour. As the questionnaire was used already in previous studies (ibid) there was no pre-test. Data from the trail runners (n=101) was collected by sport management graduates by paper and pencil method with the area sampling method (Berekoven, Eckert & Ellenrieder, 2001) on-site during the time of the event itself. Data from ski tourers (n=125) was collected with an online questionnaire using the platform SoSciSurvey over the time period 18.12.2017-17.03.2018. The online questionnaire for ski tourists was distributed using the snowball-method (ibid.) and focused on active ski tourers as members of alpine and winter sport associations.

Results and Discussion

In terms of age, the two groups examined hardly differ: at 37.6 years, ski tourers are about a year older than trail runners. Significant differences exist with regard to gender. While ski tourers are male to 67% percent, the investigated trail runners are almost equally distributed male and female. In terms of motivation and travel behavior, many similarities can be found, although, due to the different destinations and the nature of the stays, differences in length of

arrival and length of stay are identifiable. Based on already existing sport tourism studies we expect the motivational factors of the groups to be similar, identifying both groups as individual nature tourists for whom the competitive factor is less important than practicing the activity. The results of this study confirm previous studies. We do, however, expect differences in travel behaviour: In previous studies dealing with active sport tourists, winter sport tourists travelled longer distances and spent more time and money than active sport tourists travelling in the summer season (Hodeck & Hovemann 2016). Both groups studied are relatively young compared to other active tourists. Due to the fact that both sports are physically exhausting and therefore, in contrast to classic hiking and Nordic skiing probably interesting for younger target groups. These target groups accept comparatively long travel distances and are prepared to invest a relatively large amount of money in their activities. Against this background they represent an extremely interesting target groups for tourism destinations that can widen the classic customer portfolio. The study provides further important insight to the motivational factors of sport (event) tourists which needs to be further investigated with other sample groups and destinations. Though limited in its impact through a small sample size, the investigation adds to the knowledge about why people choose to do sport while on holiday and with that helps close the knowledge gap within the interesting field of destination development through active sport tourism.

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Prospective Tourists' Apparent Risk Perception and Intentions to Travel to a Mega-Sporting Event Host Country

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Aim

Mega-sport events such as the Olympic Games attract international media attention and as a result tend to be more prone to terrorism attacks and violence (e.g., 1972 Munich massacre). The host country of the 2018 Winter Games, South Korea has historically experienced the threats of violence from the neighboring country (e.g., 1987 airplane bombing by North Korea prior to 1988 Olympics). Studies that deal with the perception of tourists and their intention to visit Olympic host countries with less imminent threats of terrorism and violence are well-established in the sport management context (e.g., Athens, Beijing and London). However, there is little empirical evidence that focuses on potential tourists' perceptions and behavioral intentions to visit an Olympic host country when it possesses apparent perilous risk of terrorism and political instability (e.g., PyeongChang and Sochi). Given this gap, this study aims to examine the relationship between tourists' risk perceptions and their intention to travel to an Olympic host country with apparent risks. The research questions are as follows: 1) does perceived terrorism and political instability influence tourists' intention to visit an Olympic host country? and 2) how does tourists' perceived anxiety and safety influence their intentions to travel to a host country when the country has apparent risks? To accomplish these goals, this study focused on the case of South Korea.

Literature Review and Conceptual Framework

Risk is an important factor in international tourism because a sense of travel anxiety is generated when individuals perceive risk toward the destination (Dowling & Staelin, 1994). On the contrary, a feeling of travel safety develops when a favorable environment for tourists is established. Both perceived anxiety and safety have a great influence on intentions to travel as the destinations perceived as risky could generate a feeling of anxiety for tourists and thus may be more likely to become undesirable and eliminated from potential destination options (Sonmez & Graefe, 1998).

Cities and countries around the world have strategically considered and implemented sporting events as means to attract tourists and visitors (Kaplanidou, 2006). As a significant sporting event, the Olympic Games have played a vital role in marketing strategies of the host country as a destination for international tourists (Jago et al., 2003). Nonetheless, risk factors associated with mega-sport event tourism have recently received significant attention, and terrorism and political instability are regarded as two of the major risk types that may impact prospective tourists' decisions to travel (Kozak et al, 2007).

Following Reisinger and Mavondo (2005), the current study modified their framework to assess the relationship between tourists' risk perceptions and their intentions to travel to the Olympic host country with apparent risks. Particularly, the impact of risk perceptions (i.e., terrorism risk and political instability) on intention to travel and the mediating effects of travel anxiety and travel safety were conceptualized in this study.

Methods

Data were collected before the 2018 Winter Olympics using a convenience sampling technique via online survey software. The final sample comprised 571 college students. The survey included items to measure perceptions of two travel risks (i.e., terrorism risk and political instability), perceptions of travel anxiety and safety, and intentions to travel to South Korea using a 7-point Likert scale. A confirmatory factor analysis (CFA) was conducted to evaluate the measurement model and a structural equation modeling (SEM) analysis was followed to test the proposed conceptual model.

Results

A CFA with a total of 23 items showed an acceptable fit (χ^2/df = 3.298, CFI = .94, RMSEA = .063) and reliability and validity estimates (Cronbach's alpha, factor loadings, and factor correlations) fell within the acceptable ranges. The structural model also indicated a satisfactory fit to the data (χ^2/df = 3.404, CFI = .94, RMSEA = .065). The influence of terrorism risk perception on travel anxiety, travel safety, and intention to travel were statistically significant (γ = .23, γ = -.15, and -.43 respectively). However, political instability was not significantly related to travel anxiety, safety, and intention to travel.

Discussions and Implications

Perceived threats of terrorism in an Olympic host city/country negatively influence intention to travel to the host city; increased anxiety and lower safety perceptions lead to lower intentions to travel. However, unlike the threat of terrorism, political instability may have less or even no influence on tourists' intention to visit.

The findings are especially important for future host countries with apparent perilous terrorism risks as they will need to make heightened efforts to provide a safe destination image in order to prevent the loss of prospective tourists. To attract a higher number of visitors during and around the Olympics, organizations in charge of destination (host) management must set crisis management strategies to minimize the potential threats. Future research should focus on additional host cities with apparent risks of terrorism and political instability for further refinement and transferability of the findings.

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Major Sport – Events: Risk and Security Challenges

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Aim

International sport events implies negotiation and decision making between actors located in different national contexts and between actors at the level the arrangement is taking place. The aim of this paper is to examine negotiation and decision making between stakeholders due to event-specific risks and security strategies in arranging major sport-events. How are these processes influenced by power structures? Stakeholders includes both private and public organizations. In this study the main focus is how new practices around security issues are established and, further, obtain knowledge about what the different actors consider as a sufficient level of security within this specific context.

Theoretical Background and Literature Review

Security has become a central issue in planning and implementation of sport events. The 9/11 attacks in the US and several attacks in Europe by driving different types of motor vehicles into crowds has had a significant influence on security budgets and new methods of surveillance.

The study is based on the following main theoretical perspectives: institutional theory and theories on negotiation, decision making and power (Butler, 2015; Rye, 2015; Scott, 2008). Investigating the processes in the implementation of major sport-events is complex. Local, regional, national, and international stakeholders, laws, requirements specifications and political institutions, as well as companies within and outside the arranging committee, are all part of this equation. In order to understand processes of negotiation and decision-making within this complex context, the relation between stakeholders and their differences in bargaining power needs to be considered. Like Butler (2015) we argue that transactions in general are not comprehensible. Transactions between two or more actors are complex, and the process of landing a deal between two or more parties introduces power into the relation. In general power might be characterized as multi-dimensional and constantly in flux (Butler 2015). Further, the complexity is extended by the challenge of the interaction between actors representing structure and agency (Giddens, 1984).

Further, the velocity argument is highly relevant (Parent 2010) when the object of study is a specific sporting event held on a one-off basis and during a strongly defined timeline. The level of velocity will vary during different phases, and the possibility to inform and even negotiate with other stakeholders will change from periods of planning to implementation. During the implementation mode of events, the decisions need to be made immediately in reaction to an environment that is constantly changing. In this environment decisions are made that might have large consequences for other stakeholders – financially, occupational, or in other senses.

Research Design and Data Analysis

The study is based on data from the UCI Road World Championships in Bergen in 2017. This is a particular case study were 50 in-depth interviews have been conducted. Based on relevant selection criteria a total of 5 interviews are selected for this study. The selection criteria is that these respondents represents the five most important institutions on risk and security issues.

They possess relevant knowledge on the main issues discussed. The average interview length is 90 minutes, and 8 of 10 interviews are completed face to face. The remaining interviews were completed by using Skype. The material also consists of written documents (reports from meetings and other internal documents from stakeholders) which further emphasize the complexity in the processes of security planning and management.
The data analysis builds on content analysis. Content analysis is the process of identifying, coding and categorizing the primary patterns in the data. The preliminary analysis is a combination between theory- and data-driven.
The data processing is done by the use of NVivo 11 Pro for Windows.

Results and Discussion

The analysis is still in progress, but one data-driven dimension discovered so far is the negotiation and positioning around "sufficient level of security". As one of the security experts stated:

> "I have been writing about major events and emergency planning, and I know well of the conflicts related to such processes, but... And the world championship is a great example, and just in that period, exactly in that process a positioning is going on".
> Another security expert gives the following description of the situation:
> "… and asked to get the documentation on plans for security and emergency plans in general for the community and discovered that this probably was significantly downsized".

Conclusion and Implications

The main contribution of this study is to bring forth more knowledge about the local-stakeholder challenges due to event-specific risks and security issues in hosting and arranging major sport-events. To what extent and how might future hosts cities learn from previous organizers? Is there a legacy for coming organizers?

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Examining Residents Perceived Measures of Positive Event Impact using Item Response Theory

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The evaluation of event impact is practical and helpful in increasing event quality. From residents' positive point of view, hosting sport events brings the community and country together, increases investment, and stimulates administrative pollution controls (Prayag, Hosany, Nunkoo, & Alders, 2013). As such, scales were developed to assess various impacts associated with sport events (Ma, Ma, Wu, & Rotherham, 2013; Prayag et al., 2013) However, typical approach of studying positive impact is through the lens of CTT, however, sample and item dependence in CTT may limit the utility of the scale interpretations. Another limitation is that the reliability and validity of positive event impact measures may be overstated through CTT. Recently, and across domains, researchers made use of item response theory (IRT) to evaluate scale's psychometric properties, since the IRT approach models the response of each respondent at different individual characteristic levels to each item in the scale. Thus, the current study is designed to use one of the models in IRT, Samejima's (1996) graded response model (GRM), to examine how well the items developed by both Prayag et al. (2013) and Ma et al. (2013) measure the positive event impact and to establish the psychometric properties of positive event impact measures for the sport event.

Literature Review

The positive event impact scales from Prayag et al. (2013) and Ma et al. (2013) have been frequently used to evaluate the impact of the event. Prayag et al. (2013)'s scale contains 16 items that are rated on a 5-point scale with the anchors strongly disagree and strongly agree to measure the positive event impact of the 2012 London Olympic Games. Ma et al. (2013)'s scale contains 18 items that are rated on a 5-point scale to measure the positive impact of the Kaohsiung 2009 World Games. An example item is "The Games will provide locals employment opportunities." They reported the composite reliability, factor loadings, average variance extracted (AVE), and correlations among the latent variables to assess reliability, convergent validity, and discriminate validity.

Methodology

The 2014 Nanjing Youth Olympic Games was selected as a case to examine IRT to establish the psychometric properties. Between May 14 and May 31, 2014, a mall-intercept survey was conducted among Nanjing's numerous mass gathering locations, which included subway stations, bus stations, theaters, and major grocery stores. The survey was completed before the commencement of the Games. A total of 423 residents living in Nanjing completed the survey. Residents' perceived event impacts were phrased into a 7-point Likert scale, ranging from 1 = strongly disagree to 7 = strongly agree. The GRM in IRT is used to fit Likert rating scales. Twenty items were adapted from previous studies to measure positive event impact (Ma et al., 2013; Prayag et al., 2013). Each item is defined by a slope parameter and category thresholds. When examining benefits from GRM solutions, item location (based on category boundaries) and item discriminations are of interest. All IRT analyses were conducted with mirt package in R software.

Results

The item discrimination parameters ranged from 1.61 to 3.21. The smallest three discrimination parameters of items 3, 6, and 9 indicated that these items were somewhat less discriminating between individuals at different levels of positive event impact than were the other seventeen items. Thresholds for the strongly disagree category (b_1) ranged from -4.11 (item 9) to -2.5 (item 11), indicating extremely disagree positive event impact for residents who endorsed the strongly disagree category. The threshold for the strongly agree category (b_6) ranged from 0.85 (item 17) to 1.63 (item 18), indicating that residents who are neutral or slightly agree endorsed the strongly agree category. Also, these thresholds reflected good discrimination of low event impact perception. The test information curve indicated that existing measures of positive event impact are less precise for residents who agree the event brings positive impact than for those residents who disagree.

Contributions

The study makes methodological contributions by demonstrating the usefulness of IRT in verifying reliability and validity at different individual characteristic levels without reporting the composite reliability, factor loadings, average variance extracted (AVE), and correlations. In the current study, we found that the widely-used resident perceived positive impact scales (Ma et al., 2013; Prayag et al., 2013) are less useful and less precise in measurement for residents who strongly agree that the event can bring positive impact, such as residents who are loyal fans of the event. On the other hand, the items can differentiate between individuals who disagree that the event can bring positive impact and therefore may be the most useful in discriminating assessment and counseling residents who oppose bringing sport events to their home cities. These findings also have practical implications for practitioners who can use these measures to better assess resident perceptions associated with hosting sport events.

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Social World Influence on Event Satisfaction and Runner Behaviors

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Aim

The following research questions guided this study were: (1) What differences exist in event attribute quality, overall event satisfaction, personal performance, social world influence, and repeat behaviors existed between local and non-local participants? (2) What differences exist in event attribute quality, event satisfaction, personal performance, social world influence, and repeat behaviors existed between first-time and experienced runners? (3) What differences in attribute quality, event satisfaction, personal performance, and repeat behaviors in social world status? (4) Does social world mediate the relationship between overall event satisfaction and repeat behaviors?

Literature Review

Runners, like any other social group, develop and maintain a subculture in which they identify with and seek opportunities to engage with others with similar norms, values, beliefs, and behavior (Unruh, 1980). Running becomes part of their social world and belonging to this group distinguishes them from others. As an individual becomes more immersed into a social world, he/she progresses through four distinct social types: outsiders, occasionals, regulars, and insiders (see Unruh, 1980). It is possible these distinct groups will interact with the event and the event attributes differently. In evaluating the event attributes on quality, Parasuraman et al (1988) argued identifying the gap between expected and actual perceived service quality identifies gaps within the service. Researchers extended this logic to indicate comparing the perceived quality to a benchmark will develop an even stronger understanding of perceived attribute quality (Feng, et al., 2014). It is important to not only know how runners might perceive the quality of an event, but also how this may differ by social world, local vs. non-local participants, and level of experience with the event.

Method

Through a partnership with a running festival in the Midwest United States, data were collected via an online questionnaire distributed to all participants following the event. The questionnaire included items to measure social world immersion (4 items, Gawhiler & Havitz, 1998), event attribute satisfaction (21 items, Du et al., 2015), overall event satisfaction (3 items Du et al., 2015), performance goal achievement (1 item), and demographic items. The scales were found to be valid and reliable. For event attribute quality, the participants were asked to rate how important the attribute was to their decision to participate in the event and how the event compared to a previous running event the participant attended. Following the methods of Feng et al. (2014), a difference score between importance and comparative performance was calculated and used for the event attributes satisfaction in the following analyses.

Results

A total of $N = 3,924$ complete responses were received from which included non-local participants ($n = 2,219$) and local participants ($n = 1,705$). For first (local status), second (event experience), and third (social world) research questions, separate MANOVAs were calculated. For RQ1, results indicated significant differences between locals and non-locals in

social world status (F [1, 3097] = 275.84, $p < .001$, $h^2 = 0.08$), intent to return to the event (F [1, 3097] = 118.58, $p < .001$, $h^2 = 0.04$), overall event satisfaction (F[1, 3097] = 15.28, $p < .001$, h^2=0.01), course attributes (F[1, 3097] = 8.38, p<.01,h^2=0.003), and crowd support attributes (F[1, 3097] = 11.06, p<.001, h^2= 0.004). For RQ2, results indicated significant differences between event experience in social world status (F[1, 1792] = 3.869, p=.049, h^2=0.002), intent to return to the event (F[1, 1792] = 281.81, p< .001,h^2 =0.136), recommend event to others (F[1, 1792] = 13.764, p< .001, h^2 = 0.008), course attributes (F[1, 1792] = 17.32, p<.001, h^2=0.01), and pre/post-race attributes (F[1, 1792] = 11.513, p<.001, h^2=0.006). For RQ3, results indicated significant differences in social world status for performance goal (F 3, 3091] = 5.582, p<.001, h^2 =0.005), intent to return to the event (F[3, 3091] = 19.432, p<.001,h^2=0.007), recommend event to others (F[3, 3091] = 7.652, p<.001,h^2=0.007), overall event satisfaction (F[3, 3091] = 5.584, p=.003,h^2 =0.004) and course attributes (F[3, 3091] = 3.315, p=.019, h^2 0.03). And, finally, for RQ4, a mediation Process procedure (Hayes & Scharkow, 2013) was calculated. The results indicate that social world mediates the relationship between overall event satisfaction and repeat behaviors, accounting for 56.13% of the variance. The standardized coefficient between event satisfaction and social worlds (.29) and the standardized coefficient between social world and behavior (.06) were both statistically significant (p<.001). The bootstrapped unstandardized indirect effect was .07, and the 95% confidence interval ranged from .02, .17. Thus, the indirect effect was statistically significant (Hayes & Scharkow, 2013).

Discussion and Conclusions

Social world matters. The more satisfied an immersed athlete is with the event, the more likely the athlete is to tell others about the event. Social world does mediate the relationship between satisfaction and behavior. So, more immersed runners are not likely to participate in the event again. Differences with non-locals, event experience, and social world were found. These findings will be discussed in detail during the presentation.

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Attitudes Towards Olympic Gigantism: Evidence from Germany

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Aim

In the public and academic debate, the Olympic Games are criticised for being oversized and requiring excessive resources from the hosts. As a result, a number of applicant cities withdrew their bids for the Games, in several cases after negative referenda (Könecke, Schubert & Preuss, 2016). The size and growth of the Olympics is often discussed under the notion of Olympic gigantism (Preuss, 2004). However, while the phenomenon and drivers of Olympic growth have been described in the literature both for the Summer and Winter Games (Chappelet, 2002; Preuss, 2004), empirical evidence on the attitudes of spectators is missing. Therefore, this study investigates a data set from an online survey conducted in Germany prior to the controversial 2014 Sochi Winter Games with regard to constructs on Olympic gigantism. It is analysed which preferences and sociodemographic characteristics explain negative attitudes towards the size and costs of the Olympics.

Theoretical Background and Literature Review

The Olympic Games represent a dynamic and multidimensional event platform. Multiple influences contribute to the growth of the Games. Therefore, Olympic gigantism cannot be explained by a single perspective or theory. Generally, a basic reason for the growth of the Olympics is the continuous commercialisation of the mega event (Preuss, 2004). The vested interests of economic, political and sporting stakeholders are underlying and reinforcing this process. In the literature, notably, the trends of internationalization (Pinson, 2016) and politicisation (Grix, 2013) of the Games are identified as drivers of Olympic gigantism. Hence, there are complex and abstract socioeconomic mechanisms that determine the problem. The spectators as the most important stakeholder group of the Olympic Games are therefore confronted with ambiguous communication signals and responsibilities (Preuss & Alfs, 2011). This leads to a blurred public and publicised opinion in cities that bid for or host the Olympics. However, basically, economic and political interests are blamed for the negative attitudes of the citizens (Könecke, Schubert & Preuss, 2016).

Research Design and Data Analysis

These theoretical and qualitative insights from earlier research on Olympic gigantism are tested in this study on the above-mentioned data set. Although the sample size is restricted (N=192) and applies just to German TV spectators of the Olympics, it is a valuable first evidence on the issue. One reason is that the survey may be understood as a natural experiment because the public debate in Germany in the run up to the Sochi Games has been extremely critical and, thereby, the social environment was particularly negative. At the same time, this was helpful to motivate the participation in the survey which is a methodical challenge on such a global and abstract topic. Moreover, a targeted cluster sampling has been applied by inviting relevant social groups to the survey via email and social media. Therefore, the sample exhibits a substantial variance across social groups and comprises control groups of less sport interested people as well. The questionnaire contained 19 separate questions, ten of which featuring item batteries of attitude measurement with 5-point Likert scales. More than 30 variables were derived that measure (1) the interest in (winter) sports and the Olympic Winter Games, (2) behaviour in active and passive sports, (3) preferences towards the

Olympic event product, (4) attitudes towards critical issues of hosting Winter Games and (5) sociodemographics. For the data analysis, constructs of Olympic gigantism (i.e., statements that the Olympics are too large and too expensive) are regressed on these variables in ordered logit models.

Results and Discussion

Interestingly, only 23% of respondents (somewhat) agree that the Olympic Winter Games are too large while 57% state that they are too expensive. Still, 64% find the Olympic idea important and amazing 82% appreciate the Olympic idea as integral part of the Games. This may explain why the size of the Olympics is not the key problem for the spectators since the size is closely related to the Olympic idea in terms of embracing the whole world and celebrating humanity. However, the majority believes that hosting the Games should be more modest. The regression results reveal that, all else equal, older, socially oriented and sporty respondents tend to criticise the high costs of the Olympics while women, wealthier and economy-oriented respondents as well as those who practice winter sports find the Games too large. In contrast, respondents who appreciate the Olympic idea are significantly and robustly less critical towards Olympic gigantism.

Conclusion and Implications

The evidence suggests that the size of the Olympics is generally less controversial among spectators than the financial burden for the host cities. Regarding the sociodemographics and traits of critical individuals, the findings are mixed. But the International Olympic Committee should clearly strengthen the Olympic idea and the social commitment when organising the Games. This may reduce the criticism of Olympic gigantism.

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Value Co-Creation among Stakeholders of a Commercial Sport Event: The Case of the X-Games Norway

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Aim

The X Games Norway was the first large-scale sport event in Norway that was solely hosted by commercial companies (SAHR, TV2, and ESPN). Since the Norwegian sport system is highly institutionalized under the umbrella of the Norwegian Olympic and Paralympic Committee and Confederation of Sports (NIF), the hosting of the X Games outside Norwegian organized sports triggered an intensive sport political discussion. It was argued that a for-profit-oriented event is challenging the values of Norwegian organized sports, characterized by volunteerism and democracy and driven by non-profit organizations. Despite this debate, athletes, spectators, National Sport Organisations (NSOs) and other stakeholders of the event found great value in the event. Providing substance to the debate whether NIF's position that commercial sport events threaten traditional organized sport is in fact constructed, this research aims at identifying if there are any differences between traditionally organized and commercial sport events, and if so whether these are harmful for traditional sports. The research aim is approached by examining how stakeholders of a commercial event co-create value and comparisons with traditional sport events.

Theoretical Background and Literature Review

Even though one focal actor might be responsible for the event, they are in fact co-created. "Other stakeholders at various stages before, during, or after the event also contribute to its value" (Woratschek, Horbel, & Popp, 2014, p. 10). Therefore, stakeholder theory is used to identify the relevant actors and their roles in value co-creation of the event (Donaldson & Preston, 1995; Freeman, 1984; Parent, 2015). Both, stakeholder contributions to the event and benefits from participating as well as their interaction and relationships to other event actors are analysed in order to better understand overall value co-creation.

Research Design and Data Analysis

The study is based on qualitative inquiry comprising 1) media analyzes, 2) semi-structured interviews, and 3) document analyzes. Through the analysis of 265 articles published in Norwegian media, key periods and issues of the political discussions concerning the X Games Norway were identified. Furthermore, relevant event stakeholders and their perception and relationship to the X Games as well as the issues raised in the public debate were revealed. Semi-structured interviews were conducted with key informants of ten different organizations which were identified as stakeholders of the X Games Norway, such as NSOs, NIF, political parties, TV stations, journalists, sponsors and sport clubs.
The documents included written agreements, budgets, and other appendices sent to public administration by the event stakeholders.
The data collected is analyzed through coding based on the dimensions of value co-creation suggested by Ranjan and Read (2016).

Results and Discussion

The stakeholder groups identified for X Games Norway are overall the same as those identified for large-scale traditional sport events (Chappelet & Parent, 2015). However, some of these have different roles, for example the sport organizations, who are not the event

owners. Furthermore, NIF was perceived as an opponent to the event, which was perceived challenging by the event organizers due to its dominance in the Norwegian sport system. The general dimensions and elements of value co-creation (Ranjan & Read, 2016) are reflected in the data about X Games Norway and specific manifestations of the context can be found. For example, knowledge sharing between the co-creating stakeholders mainly included aspects of the sport itself, broadcasting and media coverage as well as anti-doping issues and measures.

Value at X Games Norway was further co-created through the mutual understanding of most stakeholders about the goal, a common understanding for the culture of action sports that differs from traditional sport, and the high exposure the event received. This led to benefits for the involved stakeholders, which was in the end even admitted by NIF. Some dimensions of the value co-created at the X Games might impose more substantial challenges to the traditional sport system. First, higher economic benefits than generated through most traditional events might increase the government's interest in supporting commercial events and therefore threaten governmental funding of traditional events. Second, the X Games reached a young crowd which attracts sponsors, media, and the government. Finally, the success of the X Games proves that large-scale sport events can effectively be created outside the traditional model, even in a context where the traditional sports system dominates.

Conclusion and Implications

Overall, this research contributes to the literature of value co-creation within sport management by being first to provide an in-depth understanding of value co-creation among stakeholders of a commercial sport event. In particular, our results indicate many similarities of stakeholder roles, contributions and benefits, but also some unique stakeholder relationships with specific value co-creation outcomes that characterize commercial sport events. Our findings thus contribute to a better informed debate around the effects of commercial sport events on traditional sport. Furthermore, it adds knowledge to the political debates among sport event organizers in fight for governmental subsidies.

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Volunteers at the FINA World Championships: Planning, Implementation and Evaluation

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Aim
The aim of the present study is to evaluate the volunteer recruitment, training and management methods implemented during the 17th FINA World Championship organised in Budapest and Balatonfüred during the summer of 2017. The question was whether the time contribution and the retention of volunteers were influenced by their affiliation to the local community, sports participation, experience in previous events as volunteers, and relations to sport as a profession.

Theoretical Background and Literature Review
Similar to the traditions of other international sports events (Chalip, 2006;) the local organising committee used the assistance of volunteers to deliver the event. The planning and implementation of the Budapest2017 Volunteer Program and the retention of volunteers during the event faced the challenge of the four years shorter time period available for event preparation as originally planned, and the overall low willingness for volunteering of Hungarians registered among EU countries (Eurostat, 2015). As supporting drives the experiences from several single-sport and single-venue continental and world events organised in Hungary such as the 31th European Championship in Swimming in 2012 were implemented. Previous literature in relation to volunteer retention emphasized the role of acknowledgement of volunteer contribution, assigned volunteer coordinator, intangible benefits (Piatkowska et al., 2017). Research also showed that volunteers' engagement is higher upon contribution to the loved sport, to own local community, or chance for experiences in line with future career goals (Bang & Ross, 2009; Kristiansen, 2015). Regardless that the important drivers for volunteers' retention identified by previous research were implemented in the different phases of the Budapest2017 Volunteer Program the number of shifts completed by volunteers showed wide diversity.

Research Design and Data Analysis
Based on volunteer registration data N=2856 volunteers participating in FINA World Championships 2017 were included in this analysis. Following data cleaning statistical analysis was performed on the data of N=2500 volunteers in SPSS 18.0. The analysis described the gender, age, and main activity breakdown of volunteers and the total and average number of completed shifts. Also, looked at how participation in sports, local affiliation, volunteer experience and sports related studies or profession would have a positive relation to the number of shifts completed as a volunteer on the event. Categories for measuring sport involvement were 1) non-sport participants, 2) participants in FINA sports and 3) participants in other sports; categories for volunteer involvement were 1) no previous volunteer experience, 2) volunteer experience at FINA sport events, 2) volunteer experience at events other than in FINA sports; categories for local affiliation were 1) no affiliation 2) place of birth, permanent or temporary address was in Budapest or Balatonfüred, 3) affiliation in foreign countries; professional involvement had categories 1) area of study related to sports, 2) area of employment related to sports, 3) no relations to sport in profession. Inter-group differences were examined with ANOVA.

Results

It was found that women were over-represented among volunteers (75.5%, N=1889 female vs. 26.5%, N=661 male); 61.8% of volunteers were below 22 years of age, 30.4% between 22-45, and 7.8% above 45; 75.2% were students, 19.8% employed, and 5.0% inactive (retired, mothers with small children, or unemployed). Volunteers all together delivered 30745 shifts of eight-hours from the altogether 31278 shifts promised, which meant 98% fulfillment of volunteer promise; volunteers delivered an average of 12,30 shifts. There was significant difference in connection to the delivered shifts in case of two of the measured variables: volunteers not having local affiliation completed significantly higher number of shifts in comparison to the local and foreign volunteers [$F(2,2497)=11.09$; $p<0.05$], and volunteers of previous FINA-sport events performed significantly higher in comparison to volunteers with no previous volunteer experience at all [$F(2,2497)=6.17$; $p<0.05$]. There was no significant difference found in connection to sports participation and sports related professional engagement. Also, age and main activity showed no significant differences, however, women's results were significantly higher than men's.

Conclusion and Implications

Even though the composition of volunteers represented diversity representing people with a variety of ages, education backgrounds and from over five hundred settlements from Hungary, the core of the volunteers over-represented females and young adults. Volunteers can be found among those participating in sports, but a large scale event may call upon those with no previous volunteer experience on sports events. It seems that the local affiliation and feel for own city, furthermore the engagement in FINA sports may not play a crucial role, however, previous volunteer experience in FINA sports events makes volunteers to get deeper engagement. The findings of this study reinforce the decision of organising committees to accept out of the city volunteers and provide them with accommodation and travel vouchers as their contribution seems to be well-realised during a long and intensive event. Also, call upon for FINA sports to build up their own volunteer pool that can follow upcoming events.

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The Power of Self-Promotion: Twitter Followers and Guaranteed Purses in Professional Boxing

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Aim

Since professional boxers essentially work as independent contractors who must "hustle business" to flourish (Lane, 1995. p. 109), research suggests that their overall marketability is generally the most significant determinant of their pay (Stewart, 2008; Klimes, 2009; Rotella, 2009; Chaplin, 2012). This study will focus on professional boxers' use of a particular form of self-promotion, Twitter, and its correlation with their guaranteed purses for fights taking place over the period 2011-2013.

Theoretical Background and Literature Review

This study is situated within the broad context of pay determinants for professional athletes. Within that framework, we narrow our scope of analysis to the sport of professional boxing and evaluate the impact factors such as the number of Twitter Followers a boxer has, whether or not they have earned an Olympic boxing Medal, their knockout percentage and if they are involved in a title bout have on their guaranteed purse for a particular contest.

A study on the economics of boxing regulation in California during the 1970s (Balbien, Noll, & Quirk, 1981) found a statistically-significant (at the 5% level) relationship between the number of inches of advertising in local newspapers promoting boxing matches and both bout attendance and bout revenue, and an international study spanning 1908-2007 on the determinants of pay in world championship boxing by Chaplin (ibid) demonstrated the limitations of a regression model which excludes measures of marketing, per se. In the Chaplin (ibid) study, boxers' winning percentage, knockout percentage, race, status as champion and possession of an Olympic Gold Medal were all regressed on their guaranteed purse. While knockout percentage, status as champion, and possession of an Olympic Gold Medal were all statistically significant at the 10% level or better, the adjusted R-Squared of only 0.34 suggests some measure of boxers' marketability would have been beneficial to the overall explanatory power of the model. To develop the research identified above, the present study strives to contribute to the field by exploring the role of recent social media within the domain of boxing economics by looking at the role of Twitter in relation to boxers' pay. Building on the few studies using real-world data in estimating the determinants of pay for professional boxers (Balbien et al., ibid; Chaplin, ibid) and contributing to the nascent field of the economics of social media usage in sports, this study expands a field seldom studied and provides a foundation for future studies to analyze the economic impact of social media usage on professional athletes or other public figures.

Research Design and Data Analysis

Data were collected on the guaranteed purses professional boxers received (for a bout's initially scheduled date) and their number of "Twitter Followers" (hereon TF). For inclusion in the sample, boxers had to meet all of the following criteria: 1). Have an active Twitter account; 2). Have boxed or be contractually-obligated to box over the period 2011-2013 and 3). Have (guaranteed) purse data available.

The regression model utilized is a variation of the examples provided by Berri (2006) and Chaplin (ibid) to estimate wage discrimination based on race in the National Basketball Association and professional boxing, respectively. The model takes the form: $\ln BP=\alpha+\beta_0 \ln TF+ \beta_1 KP+\beta_2 TB+ \beta_3 OM+\varepsilon$, where $\ln BP$ = the natural logarithm of the boxer's guaranteed purse (in current dollars), α is a constant term, $\ln TF$ = the natural logarithm of Twitter followers, KP is career knockout percentage, TB is a dichotomous variable where 1 = title bout and 0 = non-title bout, OM is a dichotomous variable where 1 = Olympic medalist in boxing and 0 = non-medalist, and ε is an error term.

Results and Discussion

The model demonstrates impressive overall goodness-of-fit, with 72% of the variation in boxers' purses explained by the independent variables and an F-Statistic significant at the 1% level. The model is in log-log form with respect to the relationship between TF and boxers' pay; thus, the coefficient of TF (significant at the 1% level) may be viewed as a "Twitter elasticity" measure. That is, the coefficient demonstrates the expected value (in percentage terms) of a one percent change in the number of TF. In this case, the coefficient of 0.68 indicates that, ceteris paribus, a one percent increase in TF corresponds with a 0.68 percent increase in a boxer's purse. The Title Bout (TB) and Olympic Medalist (OM) dichotomous variables were each significant at the 10% level.

Conclusion and Implications

This study contributes to an underdeveloped segment (that of the economics of professional boxing) of the rapidly-expanding sports economics field and analyzes the link between social media popularity and sport-specific pay in a way heretofore unexplored. Our analysis provides valuable insight into how professional boxers' (and their entourages) may "hustle business."

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Big Data Analysis of Major Elite Sport Events in The Netherlands. Case Studies of the 2017 UEFA Women's Championship and the Rabo EuroHockey Championships 2017

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Aim
The growing usage of the internet, mobile devices and social media by an increasing number of people offers opportunities for investigating the web to explore and track interests, attitudes and preferences, including sport (events) related content. A substantial part of Dutch citizens are involved in following sport events, as spectators and via (online) media, which can also be witnessed in sport event related content in social media, blogs and other platforms, producing big data (Newcom.nl, 2018). Despite considerable governmental investments in the organisation of major sport events and measuring its social impact and a rapid development of social media management software, research on big data related to major sport events is very scarce. It was for this reason this explorative study on big data related to the 2017 UEFA Women's Championship and The Rabo EuroHockey Championships 2017, both held in the Netherlands, was developed.

The aim of this study is threefold. Firstly, to assess the development of the level of online interest of these two elite sport events, measured in number of posts and their potential reach. Secondly, to evaluate the sentiment of these events by assessing the development of the ratio of positive, neutral and negative online content. In the third place, to reflect on the method and results and to appoint strengths and weaknesses.

Theoretical Background and Literature Review
Technology and the growing levels of internet penetration have significantly transformed the traditional ways of marketing communication, also regarding sport events. In social media consumers are simultaneously the initiators and recipients of sport event information exchanges. Measuring the level of interest and perception of major sport events using online generated content to is worldwide in its infancy (Yu & Wang, 2015; Burch et al., 2017).

Research Design and Data Analysis
Two methods were applied, namely quantitative text analysis (QTA) and sentiment analysis (SA). With QTA large amounts of text are automatically processed. With SA online content is automatically categorised in positive, neutral and negative content. Ten types of online sources were considered: Twitter, Facebook, Instagram, news websites, blogs, forums, Google+, YouTube, LinkedIn and Pinterest.

It was an ex post analysis where per event three time slots were considered. These were the period of four weeks in the run up to the event, the event period and the four weeks after the event. The social media management software of Coosto, one of the leading software packages in the Dutch market, was applied for tracing, processing and analysing data.
The search queries were created via a snowball method. Each search started with the name of the event. Based on the trending topics page of the software package, which displays terms related to the search, the search was stepped up until a saturation level was reached and the addition of a new search term no longer generated a significant amount of new content.

Results and Discussion

In the period studied - the event itself and the four weeks before and after - 172,000 messages were sent about the 2017 UEFA Women's Championship, with a potential of 945 million contact moments. 4 percent of the messages was negative, 69 percent neutral and 27 percent positive. The Rabo EuroHockey Championships 2017 showed similar findings on a smaller scale, despite this being a double gender event: 31,000 messages were posted, with a potential of 230 million contact moments; 4% of the messages was negative, 71% neutral and 25% positive. The excellent performances of the Dutch teams – they all won – undoubtedly skewed the results in a positive way.

Strengths of this type of analysis include the fact that there are no costs involved for data collection (e.g. Xin et al., 2010). Moreover, online posts are often spontaneous and real-time reactions and emotions (e.g. Yu & Wang, 2015) and the data offer good opportunities for monitoring over time. The people who post messages on the internet are not representative for the population, which is a noteworthy weakness. In addition, the software recognizes no sarcasm, no irony and no incorrect information.

Conclusion and Implications

With the high internet penetration and numerous platforms to communicate, major sport events result in a continuously stream of data during the event, but also before and after it, which can be construed as a form of collective wisdom (Asur & Huberman, 2010).
Despite being still rather general, without providing much in-depth information, the data offer interesting insights which are a valuable addition to more common types of research, like an economic impact analysis. Our results provide sufficient grounds to be positive about the capability of QTA and SA to become an even better method for capturing the level of online interest of sport events and to evaluate the sentiment of these events.

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Who is the Second Screen User – About an Unhatched Potential in Sports Marketing

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Theoretical Background and Research Question
Second Screen, i.e. the "use of handheld devices such as smartphones and tablets in close connection with television" (Klein et al., 2014), is becoming increasingly popular. In football broadcasts in particular, high second screen usage rates can be observed (Pfeffel et al., 2016). It is important to distinguish the purely parallel use of a second device or screen without a programme reference (e.g. search in an online shop while a casting show is on TV) from the Second Screen use according to the above definition, which assumes that the activities on the second device are related to the currently consumed TV programme (e.g. search the Internet for information on an actor in the current film; follow match statistics for the current football match).

Since this results in additional opportunities for sports marketing (e.g. sponsorship or cross-selling offers in the Second Screen app), there is an interest - in order to ensure the most target-group-specific approach possible - in better identifying the group of Second Screen users (Eisenbrand, 2014). Beyond the fundamental question of market penetration (how large is the proportion of football viewers who already use Second Screen?), the major aim is therefore to be able to characterise this Second Screen user group (according to demographics, behaviour, etc.).

In addition, it is interesting for sports marketing to compare the Second Screen behaviour of football viewers with other TV formats in order to obtain a statement on the Second Screen attractiveness of the football context from the point of view of advertisers.

Methodology
The results are based on several quantitative studies. At its core are surveys of football fans of two clubs (a total of n = 1700), which were conducted via an online questionnaire promoted via posts on the club's homepage and in the app as well as in the clubs' newsletters. In addition, another survey (n = 240) was used to determine the Second Screen usage behaviour of other programme formats (e.g. news, cooking programmes, casting shows, advertising, etc.). Individual questions were taken from existing studies in order to make direct comparisons with these (e.g. Busemann & Tippelt 2014). In addition to the evaluation of the different programme formats using descriptive statistics, a cluster analysis was also performed for the comparison. Correlation and regression analyses were used to characterise the Second Screen users of football broadcasts.

Results and Implications
The average TV/Second Screen usage across all programme formats differs significantly from that of football broadcasts. While general television consumption is characterised by relatively high parallel use distracting from the programme - 73% of respondents stated that they were active on a second device while watching television on a weekly or daily basis - "the proportion of actual Second Screen use (i.e. use of the second device in relation to the programme) is only 43%. This relationship is reversed in the case of football broadcasts. Only 45% are still active parallel, but 61% of them are active in relation to the game. That supports

the assumption of a comparably high involvement of TV football spectators and thus the marketing opportunity via the football's Second Screen channels. Given the high marketing budgets required for "first screen" TV football match advertisement, the additional channel offers new opportunities for SMEs, local sponsors etc.

To better target the specific Second Screen audience, the research tried to characterize the Second Screen users. At r = 0.81, the identification with the club (self-assessment) showed the highest correlation, even higher than the "obvious" variable of the number of games watched on television (r = 0,75). The attendance of home games (r = 0,25) and away games (r = -0,65) requires some further interpretation, as, of course, attending all matches of the favorite club prevents the fan from watching any match on TV and thus from using Second Screen while watching TV. On the other end, attending not even one match per season would allow for watching all matches on TV. But research has shown, that this data interferes with club identification. A fan with no stadium attendance at all shows little identification with the club and thus less likely uses Second Screen offerings.

In addition to that, there is a negative, but not significant correlation of Second Screen usage to age (r = -0,46). Other fan characteristics like being a season ticket holder or being a member of the club as well as gender are no Second Screen drivers.

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An Examination of Athlete Social Media Education Provided by National Governing Bodies of Sport

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Aim

The purpose of this study was to develop a better understanding of the social media-related resources provided to athletes by their sport national governing bodies (NGBs). The study was conducted within a U.S. context, but its findings can be utilized by NGBs in other countries, such as those in Europe or Australasia.

The following research questions guided this study:

RQ 1 – What social media training and education methods do U.S. NGBs use with their athletes?

RQ 2 – What have been the impacts of social media training and education for athletes from NGB communication employees' perspectives?

RQ 3 – How do NGB communication employees believe they can improve their social media education and training efforts?

Theoretical Background and Literature Review

Social media use provides athletes with the opportunity to craft their desired image and begin developing their personal athlete brand (Arai, Ko, & Ross, 2014). This can be accomplished through the creation of official social media profiles and efforts to build their social media following amongst fans of their sport. Although social media use provides valuable brand-building and communication opportunities for athletes, it also poses threats. For example, Olympic-level elite U.S. female athletes reported receiving unwanted communication on social media from so-called "fans", and it was often negative or sexual in nature (Geurin, 2017). Numerous studies analyzing athletes' social media use have suggested that social media education is of paramount importance in ensuring athletes use social media in a way that is beneficial to their image, and in preparing them for negative situations they may encounter on social media (e.g., Geurin, 2017; Geurin-Eagleman & Burch, 2016; Lebel & Danylchuk, 2014; MacIntosh & Dill, 2015).

Based on the limited information available regarding social media education for elite athletes, combined with the knowledge that such education is necessary, the purpose of this project was to develop a better understanding of the social media-related resources provided to athletes by their sport NGBs.

Research Design and Data Analysis

The study employed a sequential mixed method design consisting of an online survey of U.S.-based NGB employees to assess their perceptions of social media education/training for athletes, and then in-depth interviews with U.S.-based NGB employees to gather additional details about their organization's social media education/training resources. Out of 39 U.S. NGBs from both Summer and Winter Olympic sports, employees from 20 NGBs completed the survey in September 2017. Based on the survey results, questions were developed for the interviews, and nine NGB employees participated in in-depth interviews between December 2017 – February 2018.

Qualitative thematic analysis was employed to analyze the interview data, which involved two stages of data coding. The first stage included the development of descriptors, or codes, to identify various areas within the transcripts that related to the study's research questions and purpose. In second cycle coding, the researcher summarized and grouped codes from the first cycle into smaller categories/themes. Member checking and peer debriefing took place to ensure accuracy and trustworthiness of the analysis.

Results and Discussion

The survey data were used to determine results for the first research question. Results revealed that 65% of NGBs had a social media policy that athletes were required to follow, 85% conducted social media training for athletes, and 50% provided athletes with additional social media education resources such as best practices guides. The second research question regarding the impacts of social media training yielded three themes: very few negative social media incidents, greater willingness to seek advice/assistance from the NGB, and the athletes built stronger personal brands. Finally, the third research question revealed two prominent themes regarding NGB communication employees' beliefs about how to improve social media training and education efforts: more frequent communication or training with athletes, and enhanced education/training materials. The results will be discussed in much greater detail in the presentation if this abstract is accepted for the 2018 EASM Conference.

Conclusion and Implications

Based on the findings, it appears that U.S. NGBs are making a strong effort to provide athletes with social media education and training opportunities. Moving forward, NGBs from both the U.S. and abroad can use the data from this study to better develop training and educational materials that assist athletes in capitalizing on the opportunities that social media provides, while minimizing the challenges. As a result of this study's findings, sport organizations are encouraged to develop consistent communication points with athletes throughout the year, and to find ways to communicate one-on-one with athletes in order to increase open communication and enhance the athletes' trust in the NGB. The findings of this study, while unique to the U.S. context, also hold practical applications for national sport organizations outside of the U.S., which will be discussed further in the presentation. Additionally, recommended future research directions on this topic will be covered.

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Framing Athlete Activism: The Case of the National Football League Athletes' Anthem Protests

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Aim
During a National Football League (NFL) pre-season game in August 2016, San Francisco 49er quarterback Colin Kaepernick went unnoticed as he sat on the side-line in silent protest. In the months that followed, Kapernick's protest gained popularity among his peers, with several players kneeling for the national anthem to draw attention to the issue of the disproportionate shooting of African-American males by police. These protests became a major news story in the United States (US) and sparked heated debates about athletes' right to free speech, patriotism, and racial injustice. The current study employs the theoretical framework of media framing to explore how these protests were constructed, structured, and developed in mainstream news and sport-specific media, and in turn, how the news media's framing of the issue (may) influence public perception. Specifically, this study seeks to: (i) identify the generic and issue-specific frames which dominate media discourse surrounding this issue; (ii) highlight the differences between framing in traditional media (print and broadcast) and social media and (iii) test how the framing of issues in traditional media influences social media users' perception of the anthem protests.

Theoretical Background and Literature Review
Framing theory has its foundations in sociology and psychology and is based on the assertion that organizing themes in the news media or '*frames*' are used by audiences to interpret what they see in everyday life (Van Gorp, 2010). These constructed frames or 'interpretive packages' are considered a crucial component of the news process as they allow journalists to organize and present information to the general public. Thus, frames play an important role in the meaning-making process for audiences, and can in turn influence public opinion. Frames can be employed by journalists as well as other elites such as politicians, interest groups, and business persons. Framing is therefore a complex process involving not only journalists, but their sources. Scholars in sport management and sport communication have used the theory and its corresponding analyses to explore a variety of contentious issues such as stadium funding and construction, mega-event hosting, and gender and ethnicity (e.g., Buist & Mason, 2010; Billings & Eastman, 2003; Zaharopoulos, 2007). Framing theory provides a useful framework to identify and examine the dynamics of sport-media coverage and its construction of meaning through the promotion of particular viewpoints, causes, and solutions to problems (Entman, 1993).

Research Design, Methods, and Analysis.
Two main datasets will be used for our frame analysis. The first will comprise traditional print and broadcast media including, but not limited to, articles from the highest circulating newspapers in the United States, transcripts from two American national broadcast networks, and posts from sport-specific media such as Sports Illustrated (si.com) and ESPN (espn.com). These data will be retrieved from the LexisNexis, ProQuest, and Newsbank Access World News databases, while sport-specific media will be sourced from their web portals. The second data set will consist of Instagram posts (and replies) related to the protests from the above-mentioned news media's official accounts. Data will be collected through web scraping using *Python*.

In the first phase of analysis, each news item/story will be coded for several basic characteristics such as source, date and time, and staff reporter/author/presenter. Two phases of deductive coding will follow in order to: (i) determine the presence of the five generic frames postulated by Semetko and Valkenburg (2000) and (ii) identify the reasoning and framing devices which will serve as the coding scheme for content analysis of each of the texts. The second phase of analysis focuses on the news media's official Instagram posts and adopts a similar approach as the first phase. A sentiment analysis will then be performed on the Instagram response data. This will allow us to directly observe how the public responded to the frames and test the robustness of our frame analysis.

Results and Discussion

As this study is currently in progress, we are unable to provide results, however, the study will be completed prior to the conference date. We will present the results of the framing analysis in the form of a frame matrix which is an accessible interpretive tool to (i) sort the idea elements; ii) identify the problem definition of the frame; (iii) identify and distinguish among different frames; and (iv) discover how various idea elements are deployed. We will also present sentiment scores derived from the Instagram responses based on the Harvard IV-4 Psychosocial dictionary.

Conclusion and Contribution

This study is expected to contribute to the literature on the intersection of sport, media, and politics. Specifically, this study will highlight how, and under what conditions traditional media may advance particular perceptions of athlete activism. Seeing which frames are advocated by whom and which ultimately dominate leads to a deeper understanding of power, politics, and interests in sport.

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Virtual Family, Gap Holders, Toolbox and Online Club: Four Profiles of Online Communities in Organized Sports

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Aim
Social Networking Sites (SNSs), such as Facebook, YouTube, Instagram, Snapchat and Twitter are increasingly implemented in voluntary sports clubs (VSCs) as channels for organizational communication. By using SNSs, the sports clubs are, in fact, building virtual, online communities as an extra 'communication layer', for members and non-members (e.g. fans, sponsors, friends). Although we know that communication, among other things, functions as an instrument to retain members and that almost all 25,000 VCSs in the Netherlands use SNSs as organizational communication channels, there is little insight into how these SNSs function together as virtual communities. To fill this gap, this study suggests that two types of frameworks are important: (1) frameworks that focus on social media communication (e.g. information richness, media richness or information adequacy) and (2) frameworks that focus on community building (e.g. social connectedness and sense of community). If voluntary clubs understand how the processes of online communication and community building interact, they can develop sustainable virtual communities that, ultimately, contribute to organizational goals. From this consideration, we formulated the following research questions:

(RQ1) Which aspects of online communication and community building are currently interlinked?
(RQ2) How do these aspects contribute to profiles of online communities?
(RQ3) Which key concepts to online community building in VSC can be identified?

Theoretical Background and Literature Review
Communities create value because members have a feeling of belonging, that they matter to one another and that they have shared commitment (McMillan & Chavis, 1986). One essential aspect of this 'sense of community theory' is that members feel connected. Social connectedness is often defined as the social interactions, relationships and networks that people have in a larger context than family and friends, and the benefits of it to individuals and to organizations (Lee & Robbins, 1998). In this research, we assume that in organizations the social connectedness between members is the reflection of the communication climate. This communication climate is often defined in terms of openness and trust, have a say, information adequacy and supportiveness (Smidts, Pruyn, & Van Riel, 2001; Trombetta & Rogers, 1988).

Nowadays, communities exist both off-line and online, through social networking sites (SNSs), that, together form so called 'virtual or online communities', online spaces with potential of integration of (member-generated) content and conversations. SNSs are seen as effective (rich) communication channels, because they offer opportunities to immediate feedback, interpersonal communication and vivid content (Vries, Gensler, & Leeflang, 2012). To commercial brands, virtual or online brand communities are of vital importance to customer engagement (Hollebeek, Glynn, & Brodie, 2014). Our research project focuses on

online community building in member organizations, such as voluntary sports clubs and measures the impact of aspects of community building and social media communication.

Methodology and Data Analysis

To answer the research questions, we analyzed essays from 22 students of the bachelor program Sports Communication, all members of VCSs. Because of their age, interest and experience with SNSs, we expected the students to discuss the SNSs of their clubs more as experienced users than as theoretical experts. Since young adolescents are a risk group when it comes to retaining membership, it is important to gain more insight into their perceptions and ideas about SNSs as organizational communication channels of VSCs. With a qualitative approach, particularly the writing of an essay, we expected that we could identify the individual perceptions and ideas about SNS use and community building and thus gain an in-depth understanding. In order to carry out the task, students were asked to write about their experiences and ideas regarding the SNS of their VSCs. After two coding rounds (deductive and inductive), using the Atlas.ti.8.0 coding tool, we were able to derive 64 themes from the essays of the students. These themes were in line with or an extension of aspects of our frameworks (online communication and community building). We then interconnected these themes by using a repertory grid and were able to construct profiles (types of communities) and to identify key concepts.

Results and Conclusions

The results revealed four demarcated profiles that portray how students perceive the SNSs at their club: (1) the online club (strong at social media communication and community building), (2) the virtual family (strong at community building), (3) the online toolbox (strong at social media communication), and the (4) gap holders (weak at social media communication and community building). Furthermore, we were able to identify several key concepts that are important indicators of the four profiles, such as ‘identification with the club’, ‘presence at SNS’, ‘empowerment strategy’, ‘sense of togetherness’, ‘perceived benefits of SNS’. Although we realize that the samples of students are quite specific, the results provide insight into SNS use and the potential of SNSs for building virtual communities in membership organizations, such as VSCs.

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The Construction of National Identity at Major Sporting Events

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Theoretical Background

Modern sports like soccer are nowadays called "world sports" which reach a growing global audience (see Schwier, 2009). National identities become visible in the context of sporting events, such as the FIFA World Cup, and they play an important role in the age of globalization. The present contribution addresses the possibilities for the print media to construct national identity in the reporting of sporting events. Due to current developments such as digitalization, print media are struggling to cope with declines in circulation.
The aim of this study is to examine how the German nation is represented in the coverage of two selected newspapers during the FIFA World Cup 2014 and whether this presentation helped to promote the perception of the recipients' national identity. Here, differences and similarities between the two selected print media are shown, which are representative of the genre of the quality and tabloid press.

Methodological Approach

The analysis includes a quantitative and qualitative content analysis, by analyzing the reporting of the supra-regional quality newspaper Frankfurter Allgemeine Zeitung (FAZ) on the one hand and BILD tabloid press newspaper on the other hand of the 2014 FIFA Soccer World Cup in Brazil. The reporting investigated was analyzed as part of a three-stage content analysis according to Mayring (2010). The Mayring framework was chosen because it focuses on reducing the starting material and is therefore particularly well-suited for the analysis of large, unstructured data sets. The content analysis pursues the goal of drawing conclusions about certain aspects of communication. The subject of the investigation was the coverage of FAZ and BILD during the FIFA World Cup. The material was analyzed using the MAXQDA 12 software program. The subsequent development of the code system was at the center of the content analysis. The categories were developed in a reciprocal relationship between the theoretical question and the concrete material. After certain construction and assignment rules, the categories were subsequently defined and repeatedly revised and re-examined during the analysis (see Mayring, 2010). For this purpose, codes and associated subcodes were formed for both quantitative and qualitative analysis. A total of 215 FAZ articles with a total of 2,991 units of meaning were extracted and 279 BILD articles with 3,803 units of meaning were included in the analysis, which represented the population.

Findings and Discussion

The quantitative content analysis showed, that both newspapers followed the trend of going away from the so-called "1:0 journalism", in which significant areas beyond the results and performance-related information are excluded. Instead, they focused their coverage on the representation of emotional background reporting (vgl. Kamp, 2009). The object of investigation was the self-image, the external image and the use of national symbols in order to highlight the feeling of national identity of the recipient. The differences and similarities between the reporting of both newspaper genres were also elaborated.

The results of the qualitative content analysis showed that both media focused on the self-portrayal of the German national team. Another important subject was individual players of the German national team. However, there were slight differences between FAZ and BILD.

The analysis of the communication in relation to the respective footballing opponents of the German national team showed both parallels and nation-specific differences to the self-portrayal of the German nation.

The direct comparison of the use of national symbols made clear that the use of national symbols was much more intensively used by BILD reporting than by FAZ. The FAZ tried harder than BILD to maintain the sporting aspects in its background coverage. Typically, however, for the genre of tabloids, BILD focuses more on non-sporty background coverage. The statement of a large-scale belief in the team is expressed by the media, which helps to create pride and identification of the German population, but in turn generates pressure on the team. Both of the media give the impression that this tournament is about "all or nothing", which reinforces this effect.

Conclusion and Implications

Media play an essential role in the process of identity construction, as the mass media processed top sport is becoming increasingly important and they are in a symbiotic relationship with it.

For the print media as the basic medium for society, reporting on national supporters is a commercially attractive area, that attributes a key role to the integration of society. Society is developing into an increasingly differentiated and more complex structure, which is characterized by disintegration. The print media can therefore influence social change in society as part of their social functions through their reporting. Here they have the opportunity to express the recipient's commitment by showing how connected people feel to their own nation. Furthermore, general concepts of the nation can be conveyed and the actual value orientations of the society can be shown and influenced.

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Social Media Analytics for Chinese Professional Baseball League Fans: The Effect of Media Characteristics on Fan Engagement

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Introduction and Literature Review

Social media use is a global phenomenon, with 2.46 billion users worldwide in 2017 (The Statistic Portal, 2017). Social media provide sports fans with first-hand news and opportunities to contribute their own content (Butler, 2013), which can be divided into diverse features. We identify media characteristics as vividness and interactivity based upon the online advertising theoretical perspective which posits these characteristics as the main antecedents of consumer engagement (Ashley & Tuten, 2015). Vividness is the use of different ways to stimulate the senses, can be distinguished by the richness of sensory stimuli (Coyle & Thorson, 2001), and can lead to more positive attitudes toward the brand post (de Vries et al., 2012). From low to high levels, it includes text, pictures, Graphics Interchange Format (GIF), and video. Interactivity is defined as "the degree to which two or more communication parties can act on each other, on the communication medium, and on the messages and the degree to which such influences are synchronized" (Liu & Shrum 2002, p. 54). From low to high levels, it includes statements, links to a new page, and encouraging fans to take actions (de Vries et al., 2012). We use quantity and ratio to measure fans' engagement. Many scholars have studied engagement issues in social media use (Cvijikj & Michahelles, 2013), confirming that different message characteristics can influence the effectiveness of brand posts. This paper will examine (a) how different media characteristics affect fans' engagement on Facebook, and (b) what content fans engage with on Facebook in professional sport contexts.

Method

The participants are fans of two Taiwanese professional baseball teams. The data were retrieved from March 6, 2017. R studio was utilized to collect data from the Lamigo Monkeys and Fubon Guardians Facebook pages to ensure that all coders were analyzing the same dataset. Three types of fan engagement behaviors were measured: numbers of likes, comments, and shares (de Vries et al., 2012). The like, comment, and share rates can be calculated by the number of engagement behaviors divided by the number of fans (Cvijikj & Michahelles, 2013). Vividness from low to high includes photos and videos (de Vries et al., 2012). Interactivity from low to high includes statements and links (de Vries et al., 2012). Release time and group name are two control variables. Multiple regression was used to examine the effect between media characteristics and fan engagement. Content analysis was employed as the methodological approach. The Kappa statistics analysis method was adopted to evaluate the inter-coder consistency. Disagreements were resolved through consensus. If the Kappa coefficient is larger than 0.8, the two systems are highly consistent (Watson & Petrie, 2010). Online information is constantly updated and removed. Thus, we targeted posts published between January 1 and December 31, 2017.

Results

A total of 924 posts were collected from 9,448 members of the Lamigo Monkeys' group and 3,879 posts from 17,469 members of the Fubon Guardians' group. The largest number of posts was published in March in both groups when the World Baseball Classic was held. The

two groups had a lower utilization of Facebook during December to February. Lamigo Monkeys' fans utilized photos the most in their posts (42.80%), followed by links (28.93%), while Fubon Guardians' fans posted links the most (54.79%) then photos (21.61%). Status and videos were used the least by both groups. Post characteristics and content were analyzed over the time periods selected based on the professional league's schedule: Pre-Games (i.e., January & February), Games (i.e., March to October) and Post Games (i.e., November & December). Links are the predominate communication type used in the Pre-Games and Post Games periods for both fan groups, whereas Lamigo Monkeys' fans utilized photos and Fubon Guardians' fans utilized links the most during Games. The findings further indicated that the post content was related to competition (i.e., World Baseball Classic, Taiwan Series, Asia Professional Baseball Championship) during the Games periods. During the Pre-Games and Post Games periods, the most frequently discussed issue was star players. (*Further results are unavailable at the time of abstract submission. We guarantee that the results will be presented at the conference.*)

Contributions

This study provides comprehensive understanding of the message characteristics of different behaviors using different measures. Initial results reveal differences between types of fan engagement and index employed (quantity vs. rate). This research offers insights into the types of content that sport brands might employ to achieve greater engagement levels and adherence. From a theoretical standpoint, this study extends previous advertising theoretical perspectives from convenience stores' branding models by using content analysis to better understand the topics and themes of vividness and interactivity within each time period of professional team sport contexts. Our research provides valuable and directly applicable implications for professional sport teams' social media marketing activities.

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The Footy Girls of Tumblr: How Women Communicate in the Online Football Fandom. Insights from US, UK and Germany

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Aim

This paper studies how female football [soccer] fans use the social network service Tumblr to connect and talk about their fandom. The study analyses what purposes Tumblr serves for female fans (e.g. entertainment, group affiliation, see Wann 1995), and what distinguishes their experience of the use of Tumblr from other online and offline platforms or forums. This is especially relevant in the light of women often being marginalised in offline and online sports discourse.

Theoretical Background and Literature Review

Online sports fandom has been studied in many contexts, for example on sports teams' websites and on social media (e.g. Clavio, Walsh & Coyle 2013). A result worth highlighting is that women are often found not to be welcome in sports discussion forums, the main reason being that the offline discourse of sports as a masculine domain is replicated online (Hardin, Zhong & Corrigan, 2011). Moreover, women are underrepresented in many studies on sports fandom, meaning that their opinion on sports is not widely assessed in research (Clavio, Walsh & Coyle 2013, p. 4). Following Hardin and Whiteside (2012) on how female sports fans communicate in the online sphere, this study puts the social media platform Tumblr in its focus, which has been found to be used by marginalised groups to form their own small public sphere. As Tumblr's user population is overwhelmingly young and female (McGrath 2016), it is suitable for studying how women use this platform to talk about their football fandom.

Research Design and Data Analysis

The study makes use of in-depth semi-structured interviews with women football fans using Tumblr. Tumblr is a microblogging social network service with over 400 million blogs, allowing its users to post text and multimedia content on their personal profiles. A range of functionalities such as 'tagging' and sending 'asks' allows users to connect with each other. In total, 15 women from Germany, the US and the UK were interviewed, ranging from their early twenties to their early forties, following snowball sampling. Representative sampling was not possible because the size and overall of the female football fandom are unknown. Interview questions concerned the women's involvement in the football sports fandom in general, their use of Tumblr for football-related matters (group affiliation, entertainment, and also information, see Wann 1995), the emotional value of Tumblr for them, and other digital and offline fandom activities. The interviews were conducted online, whereas the interviewee was free to choose the means, i.e. audio or video chat, or instant messaging. Even though the interviews followed a semi-structured guideline, the coding allowed further categories to emerge, and thus additional aspects found entry into the study.

Results and Discussion

Preliminary results indicate that the women interviewed value the community aspect of Tumblr, which gives them a sense of belonging. This is most evident when looking at the individual football teams' sub-fandoms, as the interviewees mainly interact with other fans of the same team. The interviewees also express a sense of belonging because the users they

interact with are overwhelmingly female, and thus they see Tumblr as a safe space from male prejudice regarding sports. But, this comes with a caveat, as many interviewees feel that they have to deal with conflict, often a result of fan rivalries played out on the Tumblr blogs, and in which posts expressing strong opinion are of high prevalence (e.g. posts calling others "bad fans" when they compliment a rival team).

Opinion was also an issue when using Tumblr as a source of information. Even though many interviewees value Tumblr as a source for issues that the traditional media only pick up late or not in detail (e.g. information on the players' lives), they take opinionated posts with a pinch of salt and would rather verify that respective piece of information with another source.
All in all, many points from Wann's (1995) sports fan motivation scale were raised, e.g. group affiliation, entertainment, and eustress. Albeit studying a different fandom on Tumblr (TV shows), Hillman, Procyk and Neustaedter (2014) come to similar conclusions regarding the importance of social belonging. However, the experiences found in the football fandom were not always positive. Some interviewees consciously stay away from discussions to avoid possible or ongoing conflict, with one interviewee even attesting the female football fandom a general underlying "cattiness".

Conclusion Contribution and Implications

This study sheds new light on how women sports fans interact with each other in the online fandom. What sets this study apart is that the users of the chosen platform Tumblr are not only quite young, but also mostly female, so that the interactions on Tumblr may be classified as a 'safe space' for female sports fans. But, as the evidence shows, discussions expressing strong opinion are to the detriment of the fandom experience for many of the interviewees.

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Examining the Use of Social Media in The Process of Recruiting by National Collegiate Athletic Association Division I Golf Coaches

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Aim and Research Question

Facebook serves a source of promotion for sports programs, in addition to increasing brand awareness and positive brand images (Geurin-Eagleman & Burch, 2016; Hull, Lee, Zapalac, & Stilwell, 2017; Pegoraro, Scott, & Burch, 2018). Many recent studies have examined social media within professional sport; however, no known studies have researched how National Collegiate Athletic Association (NCAA) sports teams utilize social media for recruiting purposes. The study answers the questions:

RQ1: How are coaches in the collegiate sport context using Facebook to communicate with recruits and interact with fans?

RQ2: What types of posts and post themes warrant the greatest engagement (e.g., likes, reactions, comments, shares)?

Theoretical Background and Literature Review

Previous research has employed agenda setting on Facebook to examine message salience by sport media gatekeepers (Zimmerman, 2014). Agenda setting theory posits that consumers have access to what media gatekeepers make available to the public, and college coaches are defined as the gatekeepers for content on teams' Facebook pages. Within the confines of this framework, the media is successful in telling their audiences what to think about (McCombs & Shaw, 1972). With its theoretical origination pertaining to mass media, agenda setting has transitioned to a popular framework for sport studies on social media. Amateurs now create the content of the internet and set their agenda through social media platforms. Facebook serves as an invaluable source of promotion for sports programs, in addition to providing brand awareness and building positive brand images about athletes and teams (Hull et al., 2017; Pegoraro et al., 2018).

Research Design and Data Analysis

The content analysis examined the social networking practices of Division I women's golf teams in the United States. This investigation of Facebook usage patterns was conducted by collecting data from 40 programs. The study examined the most recent 50 posts, resulting in a dataset of n = 2,000. Following the coding format as designed by Geurin-Eagleman and Burch (2016), the researcher explored 21 variables per post. The study examined independent variables such as post type (e.g., text, photos, videos, hyperlinks) and post themes (e.g., team information, team promotion, alumni promotion, call to action) of Facebook posts through descriptive statistics to measure how coaches utilized social media to promote their programs and interact with recruits and stakeholders. The study analyzed usage patterns based on coaching staff demographics (e.g., gender, age) and investigated whether the use of ancillary components (e.g., multimedia, hashtags) led to greater engagement, as evidenced by the dependent variables of likes, reactions, shares, and comments. Several one-way analysis of variance (ANOVA) were conducted using SPSS 24.0 to examine statistical differences in audience engagement.

Results and Discussion

Significant differences were found in engagement (dependent variables) based on independent variables post type and post theme [$F(7, 1{,}992) = 5.47$, $p < 0.001$)]. Tukey's post hoc test found significance at the $p < .05$ level across all 14 categories of the variable when examining type of post and post likes. Hashtags only explained a small proportion of variance in number of comments ($R2 = 0.002$, $F(1, 1{,}998) = 4.28$, $p < 0.05$). Chi-square analyses yielded significant findings between ranking and post theme ($X2 = 1053$, $df = 266$, $p < .00$). The findings provide insight into how amateur teams use social media. Teams predominantly posted hyperlinks sharing articles and positive content to promote brand affinity, supporting the findings of Hull et al. (2017) and Pegoraro et al. (2018). Linking to McCombs and Shaw's (1972) agenda setting theory, this strategic utilization of Facebook by collegiate coaches, acting as content gatekeepers, conveyed an image of successful, positive programs that would appeal to high-level recruits. Linked accounts across myriad platforms drove further engagement and brand promotion.

Conclusion and Implications

In line with previous research (Geurin-Eagleman & Burch, 2016; Zimmerman, 2014) findings suggest social media provides a low-cost, high reach marketing platform to reach recruits or potential participants with targeted content, benefitting teams or leagues with potentially limited funds for marketing initiatives. This study demonstrated that hashtag usage was uncommon for most program pages; however, coaches could employ more effective or trending hashtags to increase their team's visibility on the platform. Agenda setting occurred within the context of women's golf Facebook pages in that coaches shared information about their team, and a majority of that information included team promotion. This study uncovered how ineffectively some programs are using this social media tool, and it showed that many teams failed to capitalize on the many promotional opportunities endemic to Facebook. Conclusions will expand the body of knowledge while assisting practitioners (e.g., public relations experts, strategists) in creating pathways to increase their reach within their community and across the world.

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Insight in Fair Play and Violent Behaviour in Sport Using a Smartphone Application

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Aim

In 2012 in the Netherlands a football referee died of the injuries inflicted by football players who did not agree with his judgement. Extreme violence like this case does not happen often in the Netherland. However, data on the behaviour of sport participants during sport matches are scarce. The aim of this research is to give more insight in violent and non-violent behaviour during sport matches in the Netherlands.

Literature Review

Studies show that environmental influences are predictors of the behaviour we show (Smith, 1983). Especially in football research shows that participants are subject to the negative influences of coaches and supporters (Beaver et al., 2016; Kavussanu et al., 2009). Furthermore, characteristics like gender, age and type of sport are predictors of violent behaviours during sport matches (Kavussanu et al., 2009; Maxwell et al., 2009).

Research Design

Mulier Institute monitors behaviours in sports in function of the policy program of the Dutch government: “Naar een Veilig Sportklimaat” (*Towards a safer [social] sporting climate).* This policy program, in place since 2012, is focussed on reducing violence and non-sportive behaviour in sport in the Netherlands. Mulier Institute plays a role in monitoring this behaviour during the year (Romijn and Van Kalmthout, 2017). To fulfil this monitoring role, Mulier Institute developed an application to measure behaviour during sport matches. The development of the application resulted from the lack of data of the behaviour of sport participants during sport matches. The data gathered had either a retrospective character or it was not possible to observe every behaviour during a match, because the behaviours happened to quickly to observe and describe in a traditional way. The solution for these problems were found in an innovative research method, namely the creation of a smartphone application.

The application is a specially designed research tool which gives the opportunity to register the action of the players real-time during the match. The application has a pre-registration with information about the match (type of sport, age, sex, division). The main registration defines twelve different types of behaviour categorized in four categories:

- Very positive behaviour (hugging, supporting, applauding);
- Positive behaviour (high fives, apologizing, addressing behaviour);
- Negative behaviour (slowing down the match, disputing the referee);
- Violent behaviour (pushing/pulling, kicking/hitting and swearing).

After the match is finished the observers rank the behaviour of the coaches and supporters ranking the behaviour from “very positive” to “very negative”. Observers can also add comments about how they experienced the match.

In 2017 and 2018, in a four to six weeks period, data is collected by a group of 20 trained research assistants. The assistants observe sport matches with use of the application. They can choose from ten different sports: badminton, basketball, (beach)volleyball, (indoor)football, handball, hockey, korfball, ruby, tennis, water polo. Each period they observe 12-15 matches within different age categories (children, youth, adults). Which leads to a total of 900-1200 observed matches within four periods.

Findings

Preliminary results from the first two periods (520 matches) in 2017 show that most of the behaviour during sport matches is positive and non-violent. In total approximately 54.000 individual behaviours are registered. Of these behaviours almost 90 percent where (very) positive behaviours. Among the 10 percent ‘negative’ behaviours 3 percent consists of violent behaviour.

Behaviour varies between sports and age groups. In sports like volleyball, korfball and handball the percentage of non-violent behaviour is between 97 and 90 percent. Water polo and football know approximately 75 percent positive behaviour. In regard to age, a difference can be seen between children, youth and adults. Adults are more prone to show violent behaviour than children or youth according to our measurements.

Implications

Data collection is still in process for this research. During the conference we are able to present the outcomes of three periods of data collection (approximately 750 matches). These data will show insight in the (non)violent behaviour in for example football and hockey. Furthermore, regression analysis will show the influence of coaches and supporters on (non)violent behaviour.

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Genre as a Moderator of the Effects of Determinants Associated with eSports Playing Intention

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Aim

The purpose of this study is to examine the moderating effect of eSports game genre on the relationship between the six antecedents and intention of playing eSports games.

Background

As eSports has become increasingly accepted as a form of sport, efforts have been made to understand the governance (Funk, Pizzo, & Baker, 2018), management (Hallman & Giel, 2018), marketing (Jang & Byon, 2018; Pizzo, et al., in press) of eSports. One effective way to create a more sustainable eSports industry is to identify, segment, nurture, and solidify the fan base. To this end, understanding consumer behavior as it relates to this industry is imperative. Recently, Jang and Byon (2018) developed a model explicating what drives eSports consumers to form an intention to play eSports games, which was found to be a critical determinant of eSports game-playing behavior and media consumption. The model includes six predictors (i.e., hedonic motivation (HM), habit (HB), price value (PV), effort expectancy (EE), social influence (SI), and flow (FL)) of playing intention as it relates to eSports game, and the consequences (i.e., eSports playing behavior and media consumption associated with eSports events). These preliminary yet important findings shed light on our understanding of eSports consumption behaviors. Given the various genres of eSports games, the following research question arises: Can eSports genre moderate eSports consumers' motivations to play eSports games? As preferences for different video game genres and different levels or types of skill development could exist according to video game genre (Scharkow et al., 2015), the current study was designed to address the above question. To categorize eSports games, we adopted Lucas and Sherry's (2004) typology: (a) Imagination (IM), (b) Physical Enactment (PE), and (c) Sport Simulation Video Games (SSVG).

Methodology

We used an online survey to test three between-subject groups' formations of eSports game-playing intentions. Data (N = 498) were collected via M-Turk. We recruited participants who had experience playing eSports games. The seven constructs (i.e., HM, HB, PV, EE, SI, FL, and playing intention of eSports games) with 21 items were measured (Venkatesh, Thong, & Xu, 2012) using a 7-point Likert scale. A list of 22 eSports games was provided in the questionnaire with the question of most frequently playing eSports game. We then categorized respondents into three groups: IM (n = 211), PE (n = 181), and SSVG (n = 106). We assess playing frequency to control for respondents' experiences playing multiple eSports games. Data were analyzed via SPSS and AMOS.

Results

Via SPSS, all assumption tests for CFA were found to be acceptable (i.e., kurtosis and skewness, variables correlations variance inflation factor, and boxplot). Through AMOS, the CFA results showed that the measurement model had a reasonable but marginal model fit (χ^2/df = 3.84; CFI = .91; RMSEA = .07; SRMR = .051). The convergent validity and discriminant validity were evident via the evaluation of factor loadings and the comparison of

AVE and the squared correlation. Cronbach's alpha values were above the threshold of .60, ranging from .62 to .84.

The model fit of the structural model was reasonable yet marginal (χ^2/df = 4.4; CFI = .91; RMSEA = .08; SRMR = .065). The SEM was examined separately across the three groups, showing that genre played a moderating role in explaining eSports playing intention. More specifically, the IM and PE groups were similar in that they indicated that five specific predictors (i.e., HM, HB, PV, EE, and FL) were significantly related to eSports playing intention. Interestingly, the SSVG group showed different patterns in which only three determinants (i.e., HM, HB, and PV) were related to eSports playing intention.
Results for SSVG were clearly different from the results for IM and PE, confirming Pizzo et al.'s (in press) and Kim and Ross' (2006) findings. Per Kim and Ross (2006), SSVG players are avid sport fans. This may explain why HB – and not EE or FL – was important for the SSVG group; the SSVG group may have already formed a commitment to play SSVG due to their loyalty to the sport. In addition, the IM group considered FL to be more important than the PE and SSVG groups did; this supports Huang et al., (2017) and Shin and Shin's (2011) findings.

Contribution

Theoretically, the findings that the moderating role of genre plays an important role of influencing playing intentions further expand our understanding of eSports consumers' consumption behaviors and serve as an important extension of Jang and Byon (2018) and Pizzo et al.'s (in press) studies concerning eSports consumption behavior. Practically, the findings help eSports marketers to design tailored marketing strategies for eSports consumers based on consumers' preferred eSports game genres, which is important given that eSportsis an umbrella term and includes various genres. The findings also can provide the boundary conditions associated with the eSports game genres. Nonetheless, this study is limited as the model fit cut-off criteria used was liberal. More stringent fit indexes should be used in future study. In fact, the proposed model is a preliminary yet theoretically grounded model. Thus, more validation via various samples would enhance the model's overall psychometric properties.

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One App to Rule Them All? On the Applicability of Sport Apps for Professionals in Sports

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Aim

The popularity of wearables and smartphone apps have changed how people engage in sporting activities (Dallinga et al., 2015; Janssen et al., 2017). Trends, such as working with e-coaches, sharing data, originate from the benefits that wearables and smartphone apps offer to sports enthusiasts. However, these technologies also may offer novel possibilities to professionals in sports as well. Trainers and representatives from public health management organizations, for example, may use these technologies to stimulate people to engage in sporting activities, provide instructions, monitor activities, and build communities.
Aims of the present research are 1) to identify which benefits sports apps offer to professionals in sports and 2) to discover to what extent there is consensus among professionals how sports apps can be used. This study contributes to sport and public health management and governance in sports by gaining more insight into the possibilities of sports apps from the perspective of professionals in sports rather than consumers.

Theoretical Background

New technologies offer new possibilities to people to reach their goals. Technologies differ for their extent to which they 'prescribe' what can and cannot be done with that technology. For instance, smartphones may be used for a wide range of activities, while heart rate monitors invite people for doing particular activities (see Pols (2011) for a comprehensive text on this matter). In other words, technologies differ for their extent to which they *afford* different ways of being used.

Affordances theory (Gibson, 1979) effectively captures how sports apps are being designed to meet the needs of their target group, the end user. Applicability for professionals in sports, such as in public health management, generally are less important for sports app developers. The question is to what extent professionals in sports use sports apps to accomplish their professional goals. Technologies can trigger physical, active behavior (Fogg, 2009) and theories such as the Fogg Behavioral Model can help professionals in sports to make effective use of new technological possibilities for fostering behavioral change and maintenance of sporting behavior.

Research Design and Data Analysis

A series of four Delphi-studies (Okoli & Pawlowski, 2004) has been conducted to answer the research questions. Four different groups of professionals were included in the study: (personal) trainers and coaches, physiotherapists and lifestyle professionals, representatives of sports clubs, and public health professionals. The study focused on cycling, running and hiking since the use of apps is widespread in these sports. Moreover, in the Netherlands (i.e., the context of this study) these sports are in the top five of the most practices sports. First, a series of semi-structured introductory interviews has been conducted with these groups (between two and six interviews per group). Interviews lasted at least one hour. Second,

Delphi-studies have been conducted for each group (between five and seven informants per panel, three rounds) in an attempt to determine consensus of the usefulness of sports apps for that group. The study was conducted in a six-month period in 2017. The groups of professionals differed considerably for their perseverance in our Delphi rounds, which made it more difficult to reach consensus among physiotherapists and personal coaches. In retrospective, these groups may prefer more personal modes of communication. Consensus was reached on most topics in all panels after round three. Below are reported the topics on which consensus was reached.

Results and Discussion

The primary outcomes of the study are that professionals in sports *do* use sports apps. Research questions are answered below. Three groups indicated 'monitoring' as being the most important activity. Be it individual clients or groups (e.g. registration sporting behaviors patterns in public areas), monitoring appears to be the most important benefit of sports apps for professionals in sports. Another beneficial function of sports apps was the ability to coach clients, patients and groups. Community building and stimulating sporting behavior seem to be less important. Importantly, various professionals remarked that sports apps were only used together with non-sports related apps such as Facebook and WhatsApp, since sports apps can be intimidating for beginners and light, recreational users.

Conclusion and Implications

It is concluded that professionals in sports have found ways to make sports apps useful in their professions and that there seems to be consensus on how sports apps can be used for monitoring and coaching purposes. However, one important restriction is that sports apps can be overwhelming for some groups such as beginners. Herein lies a challenge to integrate some essential sport-related functions in popular 'generic' apps to effectively use apps for promoting health public health. The outcomes contribute to sports management scholarship by providing more insight on how professionals can use apps to stimulate people to engage in sporting activities.

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A Case Study of the Impact of 360 Virtual Reality on the Destination Image of the 1936 Berlin Olympic Stadium

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Aim

Baud-Bovy and Lawson (1977) define destination or brand image as the expression of all objective knowledge, prejudices, imagination and emotional thoughts about a particular location. Corporations and organizations such as the International Olympic Committee have invested heavily in developing and protecting a strong brand. Thus, the authors wish to address whether, after viewing a brief 6:39 minute, 360 Virtual Reality (VR) film of an international sport tourism destination there is a change of destination image. The sport tourism destination selected for this study was the 1936 Berlin Olympic Stadium.

Theoretical Background

The application of branding research to sport tourism destinations is a growing topic of research. Xing and Chalip (2006) stated: "Hosting a sport event does increase the degree to which a destination is perceived to be an active locale. This finding demonstrates that the mere association of a sport event with its host destination can engender some transfer of image, as theories of co-branding predict." (p. 69).

When combining the above comments with the VR study done by Tussyadiah, Wang, Jung and tom Dieck (2018), it is possible that 360 VR content can impact the perception of a sport tourism destination. These authors wrote that "the heightened feeling of being there results in stronger liking and preference in the destination." (p. 140). Further, they noted that their study provided "evidence to confirm the effectiveness of VR in shaping consumers' attitude and behavior." (p. 140).

Research Design and Data Analysis

The sport tourism destination selected was the 1936 Berlin Olympic Stadium. It was a sport tourism site made famous by the track and field performance of African-American athlete Jesse Owens whose 4 gold medals challenged Hitler's claim of Aryan supremacy (Ockerman, 2016). The Berlin Olympic Stadium was recently renovated for the 2008 FIFA World Cup hosted by Germany. The authors participated in a paid tour of the Berlin Olympic Stadium and recorded 360 VR content of key aspects of the interior of the stadium in the fall of 2017. In the spring of 2018, a class of N=48 American college undergraduate students became the study's participants. Students had an opportunity to self-select this section from three sections of a Foundations of Tourism class. While each section utilized the same textbook, faculties selected various pedagogical components to enhance student learning. This section focused on actively integrating the use of 360 VR content to assess a student's image perception of select international tourism destinations.

Each student was asked to complete a Destination Image Pre-test with 12 items measured on a 7 point semantic differential scale developed by Hosany, Ekinci and Uysal (2006). This scale and its development were published in the *Journal of Business Research*. Itwas the number one most frequently cited destination brand scale article (N=745) as reported by Google Scholar. Thus, the authors felt no need to engage in further scale design. The 12 semantic measures were unpleasant-pleasant; distressing-relaxing; ugly-pretty; gloomy-exciting; noisy-

quiet; sinful-innocent; sleepy-arousing; overcrowded-sparse; stagnant-lively; cold-friendly; isolated-easily accessible; and boring-interesting

The students then viewed a 360 VR film based on the Berlin Olympic Stadium tour shot, edited and produced by the authors. Audio commentary was added, partially based upon the tour guide's comments. The students then used inexpensive, VR goggles and their smart phones to view the content via YouTube. After viewing the 6:39 minute, 360 VR film, each student was administered the same Destination Image 7 point semantic scale as a post-test.

Results

After viewing the 360 VR content, student perception on all of the 12 semantic differential scale measures of a destination changed. Some students noted that their destination image opinion improved especially those students that reported a 1/7 score on the boring-interesting measure. On the unpleasant-pleasant measure, the students combined mean score on the pre-test was 4.70 and it increased significantly to a more positive 5.39 score on the post-test. On the gloomy-exciting measure, mean scores actually decreased significantly from 5.34 to 4.80. Student demographic information such as home state, college major, student class, gender, sex, age and race were collected. A more detailed analysis will be presented at the conference.

Implications

This study reflected a change in destination image between a pre-and post-test and confirmed that "presence" can lead to attitude change further supporting the work of Tussyadiah, et.al. (2017). Agencies who are managing potential sport tourism attractions such as an Olympic legacy stadium, may wish to develop commercially prepared 360 VR content as one of many marketing strategies used to shape consumer's attitudes. For a minimal cost, feedback from targeted VR viewers can provide management with venue strengths to promote and weaknesses to address to improve brand imaging. Participants processing information in a brief VR environment also could shape a visitor's "Willingness to visit" the actual environment. This willingness to visit will be presented in future research.

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Effects of Augmented Reality in Soccer Broadcasting on Viewing Experiences: *An Experimental Study on the Differences of Sports Experts vs. Laymen*

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The use of emerging technologies like drones or virtual and augmented reality are seen as promising concepts to enhance the viewing experience of televised sports events and hence foster commercial success. However, little is known about the fundamental effects of those technologies as well as potential interaction effects with different targets audiences (e.g. sports experts vs. laymen). This study examines the actual effects of augmented reality in soccer broadcasting on viewing experiences.

Theoretical Background and Literature Review

Augmented reality has been used in sports coverage for a long time, to project scores and data (Kipper & Rampolla, 2013). With the rise of sports streaming companies (e.g. BBC Sport Online, Eurosport Player, DAZN), mobile devices, and data analytics, visually enhanced presentations of sports events got more and more sophisticated. Today, broadcasters rely on 3D animations, virtual offside lines or real-time information about athletes' performances to meet the changing viewing habits of digital natives and to deal with the rising complexity in terms of speed and tactics (Schart & Tschanz, 2015; Wallace & Norton, 2014). Media richness theory (MRT) states that complex information can better be transmitted via media that provide more visual (rich) social cues than leaner (less rich) media (Daft & Lengel, 1984). Thus, MRT suggests that the use of augmented reality in high-performance sports broadcasting is a promising approach to improve viewing experiences. However, we also know from traditional media effects research that individuals process information differently as a function of personal involvement (Petty & Cacioppo, 1986).

RQ: What are the effects of Augmented Reality in sports broadcasting for different target audiences (Experts vs. Laymen)?

Research Design and Data Analysis

To test our research question, we conducted a two-factorial (augmented reality x audience type) experimental design. As a stimulus material, we took a scene from a soccer game broadcast by SKY Germany and applied video cutting software to produce two different versions (with AR x without AR) of the original scene. For version (a), we added various augmented reality elements that explained what was happening on the field. Version (b) did not contain any augmented reality elements. Next, we recruited participants (n=138) and asked them to fill out a questionnaire to measure their expertise level regarding soccer. We then divided our participants into two groups (experts vs. laymen) and showed version (a) of our stimulus material to 50 % of our soccer experts and to 50 % of our soccer laymen. Version (b) of our stimulus material was shown to the other half. Thus, we came up with a 2x2 cross-sectional design with four experimental groups. After reception of the soccer scenes, we measured the viewing experiences for each group. Our instrument for measuring these experiences consisted of 21 items (4-point Likert-scale) about "*Quality of Information*",

"*Professionalism*", "*Immersion*", "*Entertainment*" and "*Drama*" (Halim, Rauf Baig & Mujtaba, 2010).

Results and Discussion

For our data analysis, we conducted a two-factorial analysis of variance (ANOVA) to test for main effects as well as for interaction effects. Our results clearly indicate that augmented reality in sports broadcasting can have large positive effects. We find a significant main effect of AR on perceptions of *Quality of Information* [$F(1, 96) = 39.5$, $p = .000$, $\eta p2 = .29$], indicating that the mean score was significantly greater for participants in the "*with AR groups*" ($M = 2.92$, $SD = 0.07$) than in the "*without AR groups*" ($M = 2.28$, $SD = 0.07$). This large effect was not qualified by an interaction between *Augmented Reality* and *Expertise Level*. Further, we find a small significant main effect of AR on perceptions of *Professionalism* [$F(1, 96) = 4.28$, $p = .041$, $\eta p2 = .043$], indicating that the mean score was significantly greater for participants in the "*with AR groups*" ($M = 3.04$, $SD = 0.07$) than in the "*without AR groups*" ($M = 2.85$, $SD = 0.07$). Again, no interaction effects were found. Finally, the ANOVA with post hoc tests using the Bonferroni correction suggested an interaction effect [$F(1, 96) = 4.69$, $p = .033$, $\eta p2 = .047$], indicating that the positive effect of AR for perceptions of *Entertainment* is greater for *Laymen* than it is for *Experts*.

Conclusion and Implications

Our results suggest, that augmented reality in sports broadcasting can be very beneficial. In general, recipients rate sports broadcasting significantly better on a variety of relevant appraisal factors when AR elements are applied. However, the expertise level seems to play a crucial role, too. Sports broadcasters should take this into consideration and provide additional AR elements in a way that viewers can decide for themselves whether they want to see them or not. Hence, interactive online services might be an appropriate approach to address individual audience needs and to win new target groups for sports broadcasting.

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The Economic and Public Policy Impacts of Sport-Anchored Real Estate Development

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Aim
Many municipalities continue to leverage professional teams and their facilities to revitalize specific areas of their communities, but literature on the effects of sport venues often fails to examine the entire scope of the economic benefits they can create. This study aims to assess the impact of facilities in designated redevelopment districts anchored by sport venues on real estate values and development.

Theoretical Background and Literature Review
Venue advocates frequently tout the positive economic impact of venues, but at the regional level, policy analysts find no evidence to sustain those claims (Baade, 1996). Hamilton and Kahn (1997, p. 255) noted that "the magnitude of economic benefits of a stadium depends on the geographic boundary of analysis." This perspective launched a series of studies to understand if there was evidence of spatial effects. Gratton, et. al. (2005) could not isolate short-term impacts in England, but noted a need for long-term studies. Dehring, et al. (2007) found an instance where property values near a venue gained value while there was a decline elsewhere in the same city; while there was no net gain at the municipal level, there was more development near the venue. In comparing changes between 1990 and 2000, Feng and Humphreys (2012) found that sport venues did lead to higher property values within five miles of a facility in the United States. Ahfeldt and Maennig (2010) found similar results in Berlin. Our work adds to this important area of sport impact research that is of interest to cities and scholars across North America and Europe.

Research Design and Data Analysis
This study aims to measure changes in cities that have utilized sport venues to anchor redevelopment strategies. The districts studied were established by cities in which revitalization efforts were to include or be anchored by a sport venue. This was done to ensure the sport districts studied were identified by the public sector as vehicles by which policy goals could be achieved. Some communities designated TIF districts, while others established general focus areas for development in planning documents approved by city council. In each of the cases, a clear policy decision defined a district for which redevelopment was a priority. The mix of development districts studied included arenas, ballparks, and stadia, permitting a look at possible differential effects.

Due to the extensive data collection necessary for analysis, a convenience sample of case studies were selected. We identified seven sport-anchored districts within five regions [NOTE: additional data has been collected on new sport-anchored redevelopment districts,

meaning that additional cases may be included and the conclusion may shift]. Despite the convenience of the sample, the selected cases vary in geographic size, population, density, number and type of sport facility, and in the ways in which their districts and venues were designated and financed. After identifying the boundaries of each publicly-designated district, county assessors were contacted to identify all parcels within the districts and tabulate property values for all parcels (across many years, specific to each case). The files from county assessors noted parcel exemptions, which were appropriately excluded in our calculation of property tax revenue generated within the districts. In most instances, data could be secured for at least a decade.

In order to assess each district's success, relative to citywide trends, we compared district property tax revenue levels to projections of tax generation *if the district had performed at the citywide rate*. This comparison assumes that had the city not utilized sport-anchored development as a means to revitalize the selected districts, parcels within the district would have mirrored trends observed elsewhere in the city. To perform this analysis, city financial data was secured from CAFRs. Select cases also include analyses on job and population growth.

Results and Discussion

Using the data described, the study analyzes the spatial distribution of benefits to illustrate how local governments use sport-anchored redevelopment districts to pursue state and local governments' policy goals. Select cases also required "deeper dives" into other outcomes (i.e., employment and population trends) to achieve success in reaching public policy goals. In each case, contextual factors are considered to provide an accurate analysis of results.

Conclusion and Implications

Our analyses suggest sport-anchored districts have enjoyed far more growth than other parts of their cities; calculations indicate property tax revenues would have been between 15 and 82 percent lower, had values of parcels in the sport-anchored development districts mirrored respective citywide trends. While findings within this study indicate success, some venues built without more defined redevelopment goals have failed to establish similar levels of success in achieving public policy goals in their host cities.

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Understanding the Distribution and Usage Patterns of Indoor Sports Facilities in the Netherlands: Implications for Policy and Practice

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Introduction and Aim

Providing access to sport facilities is considered a primary element of effective sport participation policies (Nicholson et al., 2011). Furthermore, the construction and operation of (public) sport facilities take up the vast majority of the governmental sport budgets in various countries (e.g. Hallmann & Petry, 2013). This would suggest the need for more information and indicators by which to gauge such facilities' adequacy. However, such indicators are currently lacking, at least in the case of the Netherlands, and little is known on the adequacy of (public) sport facilities. In the Netherlands some planning guidelines are in place, particularly for indoor sports facilities, however these are rather outdated. To illustrate, these guidelines for indoor sports facilities were developed in the previous century and never critically reflected upon. Considering the evolving sport sector since then and changes in sport participation and facility use patterns, we anticipate that a revision of these guidelines is in order. The aim of this study is to revise the existing planning guidelines for indoor sports facilities and develop a more sophisticated planning instrument to support well-informed policymaking on this topic. Furthermore, we aim to enhance the understanding of the usage of indoor sports facilities in order to contribute to a more efficient operation of indoor sports facilities.

Theoretical Background

Within governments there is currently an increased emphasis on evidence-based policies, effectiveness, reflexivity and accountability (Sanderson, 2002; Mansfield, 2016). This is also the case for local policies related to sport facilities in the Netherlands, in which increased efficiency in sport facility operation is argued for (Hoekman, Van der Roest & Van der Poel, 2018). Consequently, a better insight in the presence and usage of indoor sports facilities is needed to identify ways to improve the efficiency in sport facility operation. Furthermore, with regard to sports facility planning a more reflexive approach, contesting the existing planning guidelines, is appropriate to develop a more sophisticated planning instrument with key indicators on the supply and demand of indoor sports facilities.

Methods

In this study we analyse the actual number and types of indoor sports facilities and the theoretical need based on the existing planning guidelines. Data is provided by the Database Sport Supply (DSS), a national dataset offering geographical information on (nearly) all sport facilities in the Netherlands. This data is linked with population statistics from Statistics Netherlands to allow comparison between the theoretical need and the actual supply.
To confront these findings with the actual use of (public) sports facilities, we selected 23 municipalities for an in-depth follow-up study. Within these municipalities usage data is collected of all public indoor sports facilities, amounting to 293 indoor sports facilities. For each facility data is available on the use per day, per hour, the number of used courts, the kind of activity that took place and the (type of) user, throughout a whole year or season.

Results

The first results show that the actual number of indoor sports facilities extent the theoretical need based on current planning guidelines. However, the average overall usage of indoor sports facilities during the year or season (i.e. the used/capacity ratio) is between 40 and 50 percent, including sport activities, physical education lesson and other use. This may indicate that too many indoor sport facilities are provided for. Although, off season use by 'outdoor sports' and increase of use by schools lead to an average overall usage between 60 and 70 percent during the winter.

In the upcoming period we will further analyse usage patterns of different types of indoor sports facilities to enhance our understanding of the utilization of these indoor sport facilities and consequently identify opportunities and barriers for better use of indoor sport facilities. In addition, these analyses form a good starting point to revise the current planning guideline.

Conclusions and Implications

So far, we conclude that the current planning guidelines for indoor sports facilities are outdated and do not correspond with the actual presence of indoor sports facilities in the Netherlands. The analyses of the occupation rates of indoor sports facilities made clear that these facilities are not used to its full potential. In our presentation we will further zoom in on this topic and provide an explanation for these outcomes. Furthermore, we will elaborate on the implications of our findings and present, based on these findings, a revised planning instrument for indoor sports facilities that is attuned to the needs of the different user groups of indoor sport facilities.

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Atlanta Mayor Announces City Will Demolish Turner Field: The Former Olympic Stadium

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Aim

In 2013, the Atlanta, GA, Mayor announced plans to demolish the former 1996 Atlanta Olympic Stadium after its 20-year tenant, the Atlanta Braves, decided to move their team to the suburbs. Thus began a 4 year effort grounded in urban advocacy planning theory to find a win-win community solution to the fate of the land that held the former Olympic Stadium (Rosen, 2013). Advocacy planning (Davidoff, 1965) provided a voice for low income and minority groups in the urban planning process as the stadium was located in the heart of a historically black community. In today's environment, some of this "voice" is expressed via social media. Thus, the authors employed social media listening (SML) to aggregate publicly accessible online comments to capture this "voice" to assess reactions to the proposed use of an Olympic legacy by a university (Salesforce, 2017).

Purpose and Background

The 1996 Atlanta Olympic Stadium is the only Olympic stadium to be reconfigured for three separate audiences. From its Olympic conception, it was designed and constructed to be the home of American professional baseball. A.D. Frazier, Chief Operating Officer of the Atlanta Committee for the Olympic Games stated, "It's the best after-use facility in the Olympics." Sandomir noted that funds for the Olympic stadium construction and reconfiguration came from surplus Atlanta Olympic revenue, USD$207**M,** plus funding from the Braves, USD$40**M** (Sandomir, 2005). When the lease ended in 2017, government officials proposed to demolish the Olympic stadium unless a suitable tenant was found. Multiple proposals were discussed. Into this vacuum stepped Georgia State University (GSU) and its development partners who purchased the 68-acre site for USD$22.8**M** (Kahn, 2017) with GSU controlling 38 acres (Sams & Wenk, 2017). The authors employed SML to track and provide insight into the support of the latest reconfiguration of the Olympic stadium.

Design and Implementation

Using SML software, two 90-day key word searches were executed. Key words were selected from frequently cited words in a Google search. The first search interval, from October 1 through December 31, 2016, included the last Braves game in this stadium. The second phase interval, from July 1 through October 1, 2017 included the end of the Braves lease. The following key words were utilized in both searches: Centennial Olympic Stadium; Turner Field; Georgia State Stadium; Atlanta Olympic Stadium; The Ted; Braves stadium. Social media types, word clouds at various intervals, sentiment and trend analysis were reviewed across social media platforms (Salesforce, 2017).

Findings and Discussion

There were approximately 60,000 mentions in the Interval 1 search and approximately 16,000 in Interval 2. The dominate social media platform used by the public was Twitter with approximately 56,000 mentions in the first search and 14,000 mentions in the second search.

With regards to sentiment analysis, in Interval 1, 59.9% were positive with 30.4% negative and 5.7% "mixed". In Interval 2 conducted 6 months later, 78% of the mentions across all respondents were positive with 20.7% negative.

A word cloud, a graphical representation of word frequency, visualizes word themes at the various reporting stages. One word cloud was undertaken in Interval 1 in December 2016 and the depicted topics in descending order were: Field, Turner, and tied for third, Atlanta/Stadium/Braves. A second word cloud was undertaken in Interval 2 in September 2017. The top words depicted in Phase 2 in descending order were: Field, Stadium/Turner tied for second and Georgia.

In Interval 1, a trend analysis revealed two main spikes in conversation. The largest was after the final game in the Olympic-Braves stadium on Oct. 2 and the second was on November 10, 2016 when GSU received approval to buy Turner Field. In Interval 2, the SML media mentions were from July through September 20, 2017. There were brief spikes on social media that corresponded to the stadium's conversion to football, the inaugural GSU Fan Fest and the first GSU football game.

Conclusion

Social media volume revealed that the third transformation of the original Atlanta Olympic stadium was a relevant topic of public conversation primarily via Twitter. With regard to reusing an iconic Olympic venue, the overall sentiment grew from modestly positive to very positive for the proposed reconfiguration of the former Olympic stadium. This supported the position of city officials and the Mayor to proceed with confidence as public sentiment, as viewed in SML, strongly supported (78%) this urban renewal conversion into a mixed-use community with a large urban university as its neighborhood anchor in a traditionally African-American community. What was notable in both word cloud analyses was the minimal appearance of the word "Olympic." Thus, the use of an Olympic venue for 30 days versus 20 years should be a lesson to urban and Olympic planners. Only with proper planning and design that sustains long-term use, can there be a positive legacy of an iconic Olympic venue.

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Smart Mega Events – How Have the IOC's "New Norm" Requirements Impacted the Sports Facility Concepts of the Cities Bidding to Host the 2026 Olympic Winter Games? (Practitioner Contribution)

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Aim

The aim of this contribution to the parallel session is to evaluate and discuss how the "New Norm" guidelines (IOC, 2018) have impacted on the cities bidding for the Olympic Winter Games. Especially the abolition of the minimum venue capacity requirements by the International Sports Federations and the adaption of other requirements to the standards of IF World Championships level has greatly eased the sports facility demands on cities. The author will critically review and discuss the sports concepts submitted by the six cities.

Purpose and Background

The Olympic Winter Games 1994 and its legacy have been researched by the author for his dissertation on the sustainability of the event (Kaspar, 1997) within the framework of the event life cycle (Kaspar, 2014). The event life cycle concept puts the emphasis on the diligent management of the legacy post-Games in the areas of events management, venue management and sports tourism development. The theoretical framework of the event life cycle is based on publications by Hall 1992, Getz 1997 and Kaspar 2014 and discusses all stages of an event from the idea to the hosting and finally the post-event stage with the focus on events legacy, events strategy, the management of sports venues and the development of sports tourism.

The bid process for the 2022 Olympic Winter Games has seen five European cities dropping out of the race while the 2026 Olympic Winter Games bidding campaign just started within a new and more flexible framework, seeing three European interested cities (Graz, Milano/Torino, and Stockholm after Sion dropped out on 10 June), one North American (Calgary) and two Asian cities (Erzurum & Sapporo) in the dialogue stage. In 2018, the IOC has smartened the bidding requirements, especially the infrastructural requirements driven by the snow and ice sports federations and the operational requirements in the fields of transport and logistics (IOC, 2018). Cities may now offer bids that better suit their sports and city infrastructure as well as their long term legacy plans. Furthermore, the IOC openly invites cities to consider existing sports venues outside of the host country. This may finally result in what the author frames as "polycentric Games", having not only a snow and a separate ice cluster, but maybe an ice canal venue in a third and the speed skating oval in a forth cluster in a neighbouring country. This "New Norm" approach consequently reduces the burden to build new sports infrastructure. These polycentric Games (a term framed by the author advocating various – thus the word – poly – venue clusters) will also reduce the dimensions of both the Olympic as well as the media villages.

Design and Implementation

The sports facility concepts of the cities interested to host the 2026 Olympic Winter Games will have been developed by the summer of 2018. The following research questions will be discussed by the author based on an analysis of the sports venue concepts, developed by the bidding cities to that date:

- ➢ Have the sports facilities been designed in scope with the long term spectator capacity as the key focus?
- ➢ Have temporary venues been conceived as alternatives, where no post-use is foreseen?
- ➢ Has a polycentric approach been implemented for any venue where an alternative exists in the geographic are of the bidding cities?

Findings and Discussion

First, the contribution to the parallel session will give a very current insight by the author into how the interested cities have understood and adapted the new IOC requirements and how it has impacted their sports facility concept. Secondly, the concepts will be critically reflected by the author with sustainability and legacy as a key priority. Finally, general recommendations by the author for bidding cities regarding their sports facility concepts will be elaborated.

Conclusion and Implications

Especially the spectator elements (tribunes) must be downsized with the future demands in mind, as advocated by the "New Norm" (IOC, 2018). The city perspective should have the citizens in mind, including the transport or urban regeneration efforts. On the active and future events perspective, a clever sports events portfolio should generate the continuous activation of the sports venues based on an exisiting track record of hosting sports events. The author advocates that the post-Games ownership and management structure and its business and marketing plans are clarified way before the event in order to guarantee long-term sports and financial sustainability. Complementary, sports tourism products need to be elaborated for each facility for either kids, schools, clubs, citizens, athletes or tourists.

The author argues that in the future, more sports venue concepts need to be designed towards smarter mega events. If there is no evident post-Games use, temporary venues or a polycentric concept should be the preferred option.

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The Financial Feasibility, Sustainability and Profitability of University High Performance Centres within a Tertiary Institution Environment

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Aim and Background

High Performance Centres (HPCs) at Universities in South Africa are seen as a fairly new discipline, although these centres have been in operation internationally for much longer. The same can be said for commercial HPCs in the South African context, with the Sport Science Institute of South Africa opening the doors in 1995; the first of its kind in South Africa. Universities in South Africa are under increased pressure to be self- sustainable and to rely less on government funding and generate more third stream revenues. The aim of this research is to establish whether University HPCs can be feasible, sustainable and profitable. A comparison will be drawn between the business models of private commercial facility and government- funded facility compared to a SA university HPC. Financial ratio analysis (Altman, 1968; Barnes, 1987) will be used to compare the financial results of the HPCs. In South Africa, Univeristy HPCs are seen as a strategic support service that needs to be continuously funded by a central cost centre budget. The research will further determine the role that University HPCs can potentially play in the national sport structures locally in South Africa and internationally. The business models and frameworks of HPCs in South Africa, Australia, Canada, Netherlands, Germany, Netherlands and the United Kingdom will be investigated. Centres from Finland, India and Italy have also participated in the research study.

The primary objective of the study is to determine to what extent the high performance training facilities at South African Universities can be financially feasible, economically sustainable and profitable businesses. Secondary objectives of the study:

- To compare the primary goals and objectives of high performance centres at Universities in South Africa and selected Universities internationally to high performance centres from a European 'stakeholder' theoretical perspective (Ooghe and De Langhe, 2002).
- To analyse the primary and secondary roles that high performance training centres play in University High Performance sport systems in South Africa and internationally.
- To analyse the sustainability and profitability of high performance training centres South Africa and internationally, through simple financial ratio analysis
- To determine the various commercial target markets of an HPC to drive revenues and profitability.
- To compare the environmental, monetary and institutional constraints, if any, that these centres have to deal with within a tertiary institutional environment.
- To develop the optimum business framework that will allow University High Performance Centres to be feasible, sustainable and profitable in the national, and international sport environments.

Research Design and Data Analysis

For this study, an inductive, exploratory, mixed- method approach was followed to gather both quantitative and qualitative data to provide a contextual understanding of HPCs and to determine whether such centres can be financially feasible, sustainable and profitable. The sample population consists of: University HPCs in South Africa, Commercial HPCs in South Africa, and HPCs affilates to the Association of Sport Performane Centres (ASPC), which includes private, government-funded and university HPCs. A discussion on other critical success factors business, including marketing and operations will follow the fianncial ratio analysis of HPCs. The generation and presentation of a business framework will follow a process of discovery and exploration (Kuhn, 2018). A mixed- method approach was chosen to cross- validate and corroborate research findings. Both quantitative (online questionnaire as research instrument) and qualitative data (semi- structured interviews) collection techniques were used in this study in a sequential, exploratory manner in a mixed- method research approach. In addition, secondary financial data are also collected (yearbooks, annual reports, website information). The questionnaires and interviews will gather key financial information to perform simple ratio analysis to analyse previous financial results and possibly predict future financial sustainability of centres.

Results and Discussion

The quantitative element of the research will be completed and ready for discussion and presentation at the EASM conference in September 2018. All the statistical data needed to complete simple financial ratio analysis of the financial performance of participating HPCs have been collected and is in process of statistical processing. This element can be presented at the conference. The qualitative research element will unfortunately not be ready for presentation, as this will only be completed during the thirds and fourth quarters of 2018.

Conclusion and Implication

Several authors in researched literature elude to the fact that training facilities are of paramount importance to ensure sporting success of national level athletes (Bohlke & Bahr, 2015; De Bosscher *et al.* 2010). From a European (continental) perspective (Ooghe & De Langhe, 2002), it appears that funding from national governments and NSOs are more readily provided, as opposed to an Africa perspective where funding is severely limited/ restricted. This research can highlight the role that tertiary institutions can play in supporting national sporting success, with limited or no funding received from national governments and sporting federations.

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Investing in European Football Stocks: An Empirical Investigation from an Institutional Investor's Point of View

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Aim

Particularly institutional investors are continuously searching for assets that enable investors to attain more favorable risk-return combinations, i.e., a higher return for a given risk or a lower risk at a given return. This aspiration explains the popularity of so-called alternative investments like real estate or even art, i.e., investments which are only loosely correlated with standard investment instruments like blue chip stocks and bonds. The football business is assumed to follow its own business cycle. In line with that view, studies closest to ours find low correlations of football stocks with the general stock market (Aglietta, Andreff & Drutt, 2010; Gómez-Martínez, Prado-Román, & Moreno, 2017). Low correlation is a good prerequisite, but not a guarantee, that adding football stocks to a portfolio indeed improves its risk-return profile. This issue is addressed by this paper.

Theoretical Background

Empirical and theoretical research has found some reasons that, and why, the football business follows its own business cycle. For the European top leagues, revenue streams in the last decade have more or less decoupled from the general business cycle. Studies found only a weak link between the return of football stocks and the general market development. A highly likely reason for that is that football stocks attract certain types of investors whose bidding behavior is only weakly determined by factors the typical investor considers, like forecasted cash flows or risk. Instead, fan investors, patron investors (sugar daddies), and strategic investors derive special benefits from holding football stocks, making their bidding behavior rather insensitive to the general market development. These influencing factors make the football industry special and might yield a genuine risk-return profile of football stocks.

Research Design and Data Analysis

The study adapts the approach established by Grelck, Prigge, Tegtmeier, and Topalov (2009, 2017) for shipping stocks and family firm stocks, resp. Applying four different portfolio composition rules, we compare for each of the four cases pairwise a base portfolio, consisting only of standard stocks and standard bonds, with an enhanced portfolio, consisting of football stocks as an additional third component. Standard stocks and standard bonds are represented by the EURO STOXX 50 Index and the JPMorgan EMU Government Bond Index, respectively. The STOXX Europe Football Index is the representative of the football stocks. As of January2018, it included 22 football clubs. For these four pairs of base and enhanced

portfolios, a wide range of indicators is compared. The most important indicator is the Sharpe ratio (Sharpe, 1966):

$$SR_P = (r_P - r_f) / \sigma_P$$

The Sharpe ratio allows to evaluate the risk-return features of a portfolio in a single number. It relates the excess return of the portfolio of interest over the risk-free rate to the portfolio's standard deviation. A higher Sharpe ratio indicates a superior risk-return combination. We test whether the difference between the Sharpe ratios of the base portfolio and the related enhanced portfolio is statistically significant (Gibbons, Ross, & Shanken, 1989). Our observation period ranges from January 1995 to December 2017. Apart from the complete sample period, we also explore up market and down market subperiods.

Results and Discussion

As previous research, we find low correlations of football stocks with blue chips. However, despite that low correlation, adding football stocks to base portfolios does not make the enhanced portfolios superior to their respective base portfolios in terms of the Sharpe ratio. For almost all time periods and for almost all portfolio composition rules, the Sharpe ratio of the base portfolio is higher than that of its corresponding enhanced portfolio. The differences may not be statistically significant, but they are economically relevant. The advantage of low correlation is more than compensated by weak returns of football stocks. The Sharpe ratio of the STOXX Europe Football Index typically is, most often markedly, lower than that of the EURO STOXX 50 Index.

Conclusion and Implications

As the football business seems to follow a business cycle only loosely connected to the general business cycle, institutional investors might consider investing in football stocks to attain more favorable risk-return combinations. The study at hand finds indeed empirical evidence for a low correlation of the football sector with the general economy. However, due to inferior returns of football stocks over a period of more than 20 years, low correlation is not sufficient that the addition of football stocks leads to improvements in terms of risk and return. To the best of the authors' knowledge, this is the first study that explores the diversification properties of football stocks in a broader portfolio context. The implications for institutional investors are self-explanatory. Accordingly, for football clubs looking for new equity funding it is recommended that they put priority to addressing other investors than institutional investors.

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Empirical Evidence Why Football Fans Invest Money into Their Club Via Crowdlending and Crowdinvesting

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Aim and Research Question

Given recent developments in German professional football - first and foremost the continuation with the 50+1 rule - football clubs are investigating the advantages and disadvantages of financial alternatives such as crowdlending and crowdinvesting. The idea behind this approach is to benefit together and create a win-win situation. The club benefits by financing projects more independently of banks or capital market-oriented investors and the fan will be able to generate a higher financial return than it would be the case in the low-interest phase of alternative savings options and will be rewarded for his or her commitment to the club. The study should verify or refute these assumptions.

Therefore, the research objective is to make recommendations to German professional football clubs concerning the use of crowdlending and crowdinvesting by providing insights into the perception held by the fans regarding the attractiveness of those alternatives and their own willingness to participate. The research question should clarify to what extent a high fan loyalty of the potential (fan) investor is decisive for participation in a campaign, or whether financial considerations, e.g. the level of interest or even participation, are more important.

Theoretical Background

A study by Huth et al. (2014) highlighted that most fan bond subscribers regard themselves as supporters of the club. It seems that emotions and the possibility to support their favourite club were more important than personal financial goals in investment decisions. Derived from the literature on crowdfunding (Moritz & Block, 2016), analyses on fan bonds (Bezold & Lurk, 2016; Huth et al., 2014) and fan loyalty as well as fan behaviour (Bauer et al., 2008), it can be conceptualized that football clubs could probably use their strong ties to fans to raise financial resources (Fox, 2016). Within the conceptual model for this study, approaches from Behavioral Finance Theory (Aspara & Tikkanen, 2008), Commitment-Trust Theory and Self-Determination Theory, were combined and hypothesised in order to make the best possible statement on fan investor behaviour. For this purpose, the following factors of fan investor behaviour were identified:

- Perceived meaningful contribution *(= intrinsic and other-oriented)*
- Attractiveness of return *(= extrinsic and self-oriented)*
- Desired involvement *(=intrinsic and self-oriented)*
- Social Motivation *(= extrinsic and other-oriented)*
- Trust
- Fan Loyalty
- Control Variables such as Risk Affinity and Experience, Demographics

Methodology

For this quantitative study an online survey was conducted. The data collection was finished in March 2018 using fan clubs, fan forums as well as Facebook groups and distribution channels by football clubs itself. In total, 1.213 football fans took part, whereby 712 were fully completed. This represents a 59 % full completion rate. This data is analysed using

confirmatory factor analysis and SEM within a multi-model approach, while using the software packages SPSS and AMOS. Some initial analysis has already been done, and will be completed and enlarged by July and therefore, before the EASM conference.

Results and Discussion

So far it can be confirmed from the results of the pre-test and the initial data analysis of the actual survey, that the motivation to support a crowdfunding campaign is rather intrinsically based, either to support the club or to gain new experiences with the financial instrument for oneself - but only on the basis of fan loyalty and trust within the relationship with the club. The topic of trust was a major component in the responses of the fans, often indicating a difference between trust into the club and trust into the management. It seems that the theoretical assumptions derived from Behavioural Finance Theory, SDT and Commitment-Trust Theory could be potentially confirmed within this setting. Within the pre-test some exploratory factor analysis (EFA) was conducted and fan loyalty was identified as a major factor. Some mediating effects of fan loyalty on the willingness to invest could be found. The path analysis within the following SEM analysis will investigate this further.

Conclusion

Crowdfunding can be seen as a modern form of fan bonds or profit participation certificates. It seems that the findings on why fans invest into those campaigns are comparable among all different forms of fan financing. The strong emotional relationships between fans and clubs could be a success factor for crowdfunding campaigns, since it is probably easier for a football club to mobilise supporters than for start-ups, where crowdfunding was originally developed in.

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The Development of a Valuation Model to Determine the Real Market Value of Professional Baseball Players

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Aim

Since the establishment of Korean Baseball Association (KBO) in 1982, the KBO League has grown into one of the most popular professional sports in Korea in terms of its economic size and social influence of the league. Since the mid-2000s, the KBO League has developed as a successful sport industry mainly due to its prominence in the subsequent international conventions and the increased awareness of the top-tier players. Specifically, more than 15 Korean-born players had experiences in playing in the Major League Baseball and their popularity and skill level significantly contributed to enhancing the league quality of KBO. More importantly, with the guidance of KBO and collaboration of Korean Baseball Players' Association (KBPA), the 'Sport Agent (-cy)' business officially and legally was finally introduced in Korea for the first time since KBO has been launched in 1982.

Theoretical Background and Literature Review

As the baseball business prospered, the player's salary has also skyrocketed. The average salary of the league players in the 2018 season was the highest at about 150 million won (US$ 0.14 million) and some Free Agent (FA) players signed over 10 billion won (US$ 9.3 million). With that being said, it has become more critical than ever before to develop the reasonable, convincing, and empirically proved model to determine the true market value of the baseball players solely based on their performances on the field in Korea. There exist some seminal studies on market valuation of the professional baseball players in MLB. In fact, Scully (1974) applied the equilibrium wage theory of labor economics to sports and both Krautman (1999) and Depken and Wilson (2004) tried to quantify the contribution of the team players to victory. Furthermore, Sing and Dick (2003), Barns and Bjarnadóttir (2016), and Wasserman and Paul (2016) applied this statistical model to free agent market. Tom Tango (2007) designed Wins Above Replacement (WAR) as an effective tool to compare the true value of baseball players to their contribution to a team win and determine the appropriateness of a player's salary through relative comparison. Korean scholars also investigated the correlation and salary determinants between performance and salary of the players. Although there have been a number of studies on the determination of player salaries, the uniqueness of the sports labor market and the difficulty of gaining the relevant data and information made it hard to produce the world-agreed upon valuation model.

Results and Discussion

The main purpose of this current study is two-fold. Firstly, it attempts to develop the model to determine the true market value of Korean professional baseball players (hitters only) solely based on their athletic performances on the field. Secondly, it is to provide the evidential data for the market value of baseball players in Korea. The data and information were obtained from baseball almanac from KBO from 1997 to 2016 and 793 players who qualified the minimum at bats requirement were only included for data analysis. Three steps were implemented with oblique rotation to answer the aforementioned research questions. First, principal component factor analysis was utilized to eliminate multicollinearity among 12

sabermetrics indices (OPS, GPA, SECA, TA, RC, RC/27, XR, ISO, PSN, sOBA, %OW, BABIP) and thus and increase power of explanation of the proposed model with KMO(=0.77), $p<0.001$. Second, the proposed model was successfully developed with = Years of Experience*921.5 + FA (free agent)*53528.9 + PHI(Power Hitter Index)*7313 + CHI(Contact Hitter Index)*5893.6. Lastly, the proposed model explained 56% of variances of the market value for the Korean professional baseball players and proved to be statistically valid.

Conclusion and Implications

While the player valuation model presented in this study could be improved with additional variables not considered, it may be useful in providing new evidences from the academic standpoints about the low salary of non-FA players and the controversy about the ransom bubble of some FA players. In addition, this model could make an important contribution to not only determining market value of the baseball players in Korea but also presenting a new player evaluation criterion.

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Football and Finance: Exploring the Capital Markets

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Aim
In a framework of increased globalization and competition, football clubs often find it necessary to make significant investments to remain financially competitive and sustainable (Andreff, 2008). These investments may be related to:1) on-field performance (buying the best or most promising players);2) national and international branding through effective marketing initiatives; and 3) sustainability of their business models by diversifying revenue streams beyond broadcasting rights and ticketing. A primary question for many football clubs is where to obtain the additional capital required for these types of investments? The aim of this presentation, using best practices in capital markets, is to systematically analyse the key dynamics of capital market actions and to identify the criteria and necessary steps football clubs must take to finance their investment programs through a capital markets action, such as: 1) issuing corporate bonds; 2) initiating an IPO (Initial Public Offering); and 3) integrating a football club's fan base into a shareholder structure.

Design and Implementation
This presentation is based on the assumptions that football is a multi-billion Euro industry (UEFA Report, financial year 2016) and globally rooted with a significant social impact (Krabbenbos, 2013). It should be noted that a limited number of football clubs have initiated IPOs, suggesting that either football clubs may be reluctant to launch IPOs or that they have difficulty entering capital markets (Sarkar, 2016; Harty, 2008). This presentation provides a "capital markets" framework for football clubs that includes options for football clubs to reach a higher level of "financial appeal" (LSEG 2010, guide to IPO), which is designed to mediate mutual reluctance between football clubs and capital markets.This presentation explains and provides examples (through a study case focused on the English Premier League) of how selected European football clubs may potentially target capital markets actions.

Findings and Discussion
'This presentation primarily addresses key factors that should be taken into account by football clubs when considering a capital markets initiative. Based on the professional experience of the author and capital markets best practices, they represent the key drivers in the investment decisions of investors. These factors include:
1) *Trends within the global football market* such as increased growth projections, overall positive financial results, and corporate sponsorship investment.
2) *Economic and financial prerequisites*. Referring to "consolidated" economic and financial analyses of best practices, investors consider investments football club's in more positively with: a) Turnover (CAGR), over the last three years, >0; b) Net Profit >0; c) Growing (or at least stable) marginality over the last three years; d) Net financial indebtedness /Ebitda <= 4x/5x; and e) Net Financial indebtedness /Equity <= 1x/1,5x. In addition, more specific sport industry related criteria also may be taken into consideration, for example: a) reduced dependence on broadcasting rights, at least in line with a football market benchmark; b) stadium load factor in line with football market benchmark; and c) Gross Ebitda % and Ebitda % in line with football market benchmark.

3) *Sustainable strategy.* Even provided that conditions 1) and 2) may be matched and positively evaluated by investors, the economic and financial projections and long-term financial and marketing strategies of a football club must be perceived as sustainable, consistent and executable.
4) *Corporate legal structure and balanced corporate governance.* All companies, regardless of size, private and public, early stage or established, compete in an environment where good governance may substantially impact key corporate events and its long-term sustainability. The most suitable corporate governance model also should be complemented with the most appropriate corporate legal structure. A synergistic relationship between a football club's corporate governance model and legal structure will impact the ability of the club to initiate a capital action.

Conclusion and Implications

The combination of the four key elements identified above would result in a high level of Financial Appeal (FA) and would increase a club's chance of being positively evaluated by investors and, therefore, to initiate a successful capital markets initiative. For football clubs, a solid economic and financial track-record (matching all the economic and financial prerequisites as per section two may not be sufficient. Further "intangible", but substantial prerequisites may be necessary, such as: 1) a well-defined and executable business and marketing strategies; 2) balanced corporate governance; 3) suitable corporate structure; and 4) a competent management team. Football clubs with uneven economic and financial track-records (matching some of the prerequisites as per section two) may find it necessary to undertake additional preliminary actions prior to reaching the highest level of financial appeal. This presentation would be of interest to football club managers as well as other sport managers, sport marketers, and sport economists.

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Understanding Soft Budget Constraint in Western-European and Central-Eastern-European Professional Football

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Aim

The paper presents the implementations of János Kornai's theories about transition and Soft Budget Constraint (SBC) through the example of the special and popular topic of professional football. Nowadays professional football is facing serious challenges in Western Europe and in our narrower region, Central and Eastern Europe. For the former the appearance of so-called "sugar daddies" and irresponsible management, in the latter case weakening competitiveness, the decreasing number of domestic consumers and recurring public funding are the main problems. Because of the above-mentioned challenges, The Union of European Football Associations (UEFA) created the regulation of Financial Fair Play (FFP). The research question of the paper is how can the SBC help us to understand the current trends and the main differences between the Western-European and Central-Eastern-European (CEE) professional football?

Theoretical Background and Literature Review

The paper shows the theory of Soft Budget Constraint and its application in professional sport. It illustrates the market and bureaucratic co-ordinating mechanisms and explains the specialities of the state and the market model of professional football through the transition of CEE countries.

Originally, Kornai developed the SBC concept (Kornai, 1980) to understand the inefficiency of loss-making companies in socialist economies which were repeatedly bailed out by the state. In capitalism several examples can be found for SBC (for example in case of banks, local governments, countries, non-governmental organizations, etc.). András (2003) applied the SBC in the case of socialistic sport and football in transition countries in the CEE region. In connection with FFP regulation, several well-known economists applied the SBC theory of Kornai (Franck & Lang 2014; Storm and Nielsen 2012 and 2015; Andreff 2015). We can find further current references with respect to English and Italian football, as well as in the comparison of the competitiveness of professional sport in North America and Europe.

Methodology and Data Analysis

Professional football's specialities in the post-socialist countries and current business results of CEE football were examined. Our aim is to examine the presence of SBC in CEE football and to find similarities and differences in the application of SBC in the two different parts of Europe. We analyse the market revenues of football clubs to specify the efficiency of CEE clubs and to find the operating model of them (business or state model). Based on Kornai (1980) as well as Storm and Nielsen (2012), we can identify the categories of soft operation (soft pricing, soft taxation, soft subsidies, soft credits, soft investments, soft accounting) and inefficiency in the CEE region.

Throughout this paper we used two methods: on the one hand through secondary research we present the achievements and business functioning of CEE-region football with the help of existing international literature and UEFA 2016 benchmark report that present deep analyses about revenues (TV-rights, UEFA revenues, Tickets, Sponsorship, Other) of football clubs.

On the other hand, analysing our own primary data collection (totally 2,102 transfer data from transfermarkt.de), we examined the level of revenue from player export realized by the clubs and championships of the CEE region (9 countries) between 2006 and 2016. Our aim was to show the sport professional and financial efficiency of CEE clubs and to identify clubs and championships which have SBC and ineffective operation.

Results and Discussion

We show detailed figures and calculations about revenues of CEE football clubs in the examined 9 countries. Both professional and financial competitiveness of the CEE region can be considered weak in European football but transfer market income can be evaluated efficient. There is a big difference between clubs and championships even within the region, still, there are clubs in the region that can be considered competitive in international competitions (from Czech Republic and Poland), in the number of consumers (Poland) and on the field of player sales (Serbia, Croatia).

By using their resources efficiently and by realizing revenue from the market, a Central-Eastern-European championship or club can establish its future success. Clubs of some countries like as Hungary cannot operate effectively thanks to excessive state subsidies and SBC. We present Hungarian cases related to the 6 criteria of SBC.

Conclusion

Related to the reviewed literature, many top football clubs from Western Europe operate with SBC, but these clubs have real owners and they can realise significant part of their revenues from the market. The sugar-daddy owners of these clubs support the teams because of synergy with other companies from another industry of special political aims. In CEE, clubs often no not real owner, football companies owned by non-profit organizations which mostly supported by the state. It seems that less subsidy by the state can be mean better sport results for clubs and for national teams too. A small country (with lower number of consumers) has to focus on the improvement of youth system and realize market revenue from the transfers.

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Exploring Overseas Basketball and the Exploitative Nature of the Business

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Aim

The National Collegiate Athletic Association (NCAA) provides athletes with the opportunity to play sports while competing for their academic institutions. While few of these amateur athletes will leave school to compete at the elite level, highly skilled basketball players, in particular, have an increased chance of playing at the professional level given the growing number of professional leagues that have been established around the world. It is generally accepted that basketball players overseas can make salaries that are greater than both the average salary of the National Basketball Association's Gatorade-League (NBA G-League) and the average salary of individuals who enter the workforce with an undergraduate degree. Given the repeated offenses of overseas basketball players who are denied monetary compensation, the Basketball Arbitral Tribunal (BAT) was established to provide dispute resolution for individuals who are not compensated by the clubs who employ them. The BAT online statistics reported that in 2015 there were 150 claims filed requesting for arbitration (www.fiba.basketball/bat/process), many of these being for outstanding salaries owed to players. The purpose of this particular study is to (a) shed light on the normalcy ofoverseas basketball clubs' nonpayment to players(contract breaching) and to (b) allow for the voices to be heard from the players who are directly affected by these unethical practices.

Theoretical Background and Literature Review

Work in creative industries are said to be increasingly uncertain and competitive (Siebert & Wilson, 2013). Unpaid work in the creative industry is beneficial in that it provides individuals with the opportunity to acquire the social capital necessary to gain employment; however, the practice of unpaid work has been opposed by many given its exploitative nature as young professionals are attracted to the glamour of creative industries but oftentimes compelled to overexert themselves (Siebert & Wilson, 2013; Hesmondhalgh, 2010). Siebert and Wilson (2013) surveyed students and recent graduates who were enrolled in degree programs leading to work in creative industries, in addition to having unpaid work experience. They found a significant proportion of participants who agreed that unpaid work was exploitative in nature, though they believed it to be the norm as well as crucial in eventually gaining employment. Furthermore, participants in their study were motivated by the potential of gaining employment after successfully completing a given unpaid work period. Although there were no implicit agreements, participants believed they would gain access to networks which in turn would help them with gaining employment (Siebert & Wilson, 2013). This study draws from the creative labor, and unpaid work literature while examining the ways in which overseas basketball players give meaning to their experiences of playing overseas while not receiving pay.

Research Design and Data Analysis

Individual semi-structured interviews are being conducted to provide the researcher with a greater understanding of professional basketball players' experiences of not receiving pay while employed overseas. The researcher initiated the earliest interviews by contacting associates who were professional basketball players employed overseas. Subsequently, participants referred other players with similar experiences to take part in the study. Interviews are still being conducted both, face-to-face and by means of telecommunication. Interviews are audio-taped with the consent of the participants. Interviews are transcribed verbatim and emailed back to participants in order to check it for its accuracy. Upon completion of all participant interviews, the researcher will unitize the data in which the transcriptions from participant interviews will be broken into single chunks of meaning. Categories will then be formed and presented as themes that best reflect the experiences of the participants (Lincoln & Guba, 1985).

Results and Discussion

Data is still being gathered and complete analysis will take place after the researcher has concluded all scheduled interviews. Preliminary results suggest that (a) the breaching of player contracts (i.e. not receiving pay at some point during employment) has been accepted as the norm of overseas basketball (b) players find themselves trapped in a cycle of exploitation as they focus on the potential access to networks and exposure that could be gained by continuing to work without pay. Complete results will be available for the 2018 EASM conference.

Conclusion and Implications

The issue of contract breaching and nonpayment of salaries to overseas basketball players has received little to no attention among sport management scholars. This study attempts to fill the gap in the literature. Additionally, there are implications for sport management practitioners given the impact that job satisfaction has on employee commitment and organizational performance.

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An Examination of How Regulatory Frameworks Used to Control Procurement in the Public Sector Are, and Could Be, Applied to Control Procurement of Infrastructure for Major Sporting Events

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Aim
To map the extent to which, and manner in which, the regulatory frameworks and other tools used to control procurement in the public sector are applied to control procurement of infrastructure for major sporting events. Research questions:

- By which types of entities and processes is procurement for the infrastructure of major sporting events carried out?
- To what extent do such processes operate in accordance with the key features of international standards for procurement in the public sector or sound procurement in the private sector, in relation to the whole procurement cycle, covering:
  - The planning of procurement;
  - The conduct of the procurement process; and
  - The execution of procurement contracts

Theoretical Background and Literature Review
Procurement in the public sector is generally conducted in accordance with formal (and often enforceable) set regulatory rules, based on the principle of transparency, to ensure that various goals of the public procurement process (notably value for money, integrity and social or environmental goals) are achieved. Certain frameworks and associated tools developed with wide stakeholder input are widely recognised as providing appropriate standards for control (for example, see the UNCITRAL Model Law on Public Procurement (2011)). These frameworks have been extensively classified and analysed in terms of their objectives, contents and legal effects and enforcement (hard law and soft law dimensions) by legal scholars, and in terms of their theoretical and practical impact by scholars from various disciplines. For various reasons the same kinds of frameworks and tools are not used in the private sector, where different mechanisms operate to protect stakeholder and public interests in the procurement process.

Procurement and bidding in the sporting sector has often been characterised by problems, such as waste and corruption, that damage stakeholder interests. This procurement often shares certain characteristics with public procurement that means that all or some aspects of the frameworks and tools used in public sector procurement might be suitable for achieving the objectives of the procurement process, either because it is carried out by the kind of bodies that are traditionally subject to public procurement frameworks (although possibly set up specifically for particular sporting events) or because the entities that carry it out (including international sporting federations) share key characteristics with public bodies, such as absence of sufficient stakeholder control through other mechanisms.

It is therefore pertinent to consider how far the control systems developed for public procurement in general are actually applied to procurement in the sporting sector, both in theory and in practice, and, to the extent that this is not the case, how far this is desirable and (to the extent that this is the case) might be achieved. This has not been examined as such, although some work has been conducted on processes (See Geeraert, 2017).

The project presented for this conference focuses on the specific issue of procurement of infrastructure for major projects and, in relation to that, on mapping the current procurement practices, as a first step to considering the further questions of how far further recourse to public sector frameworks and tools might by appropriate.

Research Design and Data Analysis

Document analysis in relation to a sample of projects for international sporting events in the last ten years, covering all parts of the world and various different types of infrastructure (both sporting venues and event-related infrastructure). Mapping of the findings against the key features of international standards for procurement processes as ascertained from the texts of legal frameworks and other instruments (such as the UNCITRAL Model Law on Public Procurement, 2011) and other tools (such as the open contracting standard), based on existing literature analysis on these matters.

Results and Discussion

Currently in the analysis phase but have already noted some important points, such as the tendancy to avoid applying public procurement rules by various devices, and limited availability of information to allow for monitoring by stakeholders.

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Sports and Bullshit: Philosophical and Ethical Aspects of Athletic Entertainment

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Aim

After decades in the backyard of the sports world, professional wrestling (henceforth, pro wrestling) has grown to be an integral part of the sports entertainment industry. Through many films and TV series, this spectacular hybrid of athletics and theatrical performance, has become a common cultural, social and political reference. The question is, though, what we should make of this. What does it say about our time, and about the relations between sports, entertainment, politics and the sports market in terms of ethics? Obviously, pro wrestling can be controversial, not least when read in political and ethical terms. This is not new. Already in the 1930s, some raised questions in that regard, for example the American writer Christopher Isherwood (2012). After watching an obviously staged fight in the streets of Berlin in the early 30s, Isherwood drew the conclusion that the spectators seemed to be indifferent for what is true or fake. Or, differently put, "the show" was everything, but with disturbing political implications embedded. Basically, what Isherwood really saw was nothing less than a political moral that foreboded the Nazi tyranny. However, also "true" sports (and not just the staged imitations of sports) have been accused for embody unsound values reinforced and exploited by political and commercial interests. Also from that particular point of view one might claim that even if "true" sports is considered to be more true than the art of pro wrestling in terms of how we usually understand the concept of sports, pro wrestling functions as a distorting mirror of the reality of true sports. And from the view of sports entertainment, pro wrestling mocks the logics of true sports but without the uncertain outcomes. Apart from the basic fact that true sports, contrary to pro wrestling, contain what some calls "the sweet tension of uncertainty of outcome" (Loland 2002), pro wrestling seems to be the hyperreal version of true sports. The ethical aspect of this consist of not only a difference between "low brow" entertainment (pro wrestling) and "high brow" entertainment (true sports), but also concerns the difference between truth and falsehood when it comes to sports from the view of entertainment. The question is though, if it is always morally worse to believe in "fake" sports than in "true" sports? How should this be conceptualized?

Theoretical Background

In his 2005 modern classic *On Bullshit*, Harry Frankfurt draws attention to the distinctions between truth, falsehood and bullshit. In his theory of bullshit, Frankfurt suggests that we have reason to differentiate between liars and bullshitters. A liar, Frankfurt claims, do in fact care about the truth – but tries to hide it. A bullshitter, on the other hand, is indifferent when it comes to truth and falsehood. Based on this, one might even say that it may be morally worse to be a bullshitter than a liar. Following these distinctions but applied to the issue of sports entertainment, I would suggest that imitations of true sports might very well be considered as truer (as in more real) than the "true" ones, dependent on our cultural preconceptions of sports and truth. Consider, for example, the fact that true sports sometimes (or often) accommodate hidden symbolic aspects that are not supposed to be openly shown before the spectators (Barthes 1991). This may be seen as a form of deception. Based on this one have reason to test the assumption that the "bullshit" of pro wrestling functions not only as a mirror of true sports, but more important challenge the very ideas of what true, real and authentic sports means as being an integrated part of the growing industry of sports entertainment.

Methodology
Methodologically, I will provide a series of arguments according to common philosophical methodology. It means that I will try to find solid and sustainable arguments and examples in support for the assumption that the deformity of sports reflect some of our most common preconceptions and ideas of true sports, including some important ethical concerns in relation to sports and entertainment.

Discussion
What this investigation may lead to, is somewhat a new (or, renewed) understanding of the ethical implications when it comes to a "fake" versus "true" sports in the light of sports entertainment.

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Rule 40 versus European Competition Law: A New Challenge to an Ongoing Sponsorship Concern

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Aim

Ever since the London 2012 Olympics, implementation of Rule 40.3 of the Olympic Charter has raised ongoing concerns about advertising restrictions placed on athletes' abilities to acknowledge their personal sponsors. Specifically, Rule 40 prevents an athlete from allowing his person, name, picture, or sports performance to be used for advertising purposes during the Olympic Games by brands who are not official IOC sponsors. Whilst such restrictions serve to prevent ambush marketing and protect official partners' exclusive rights in the increasingly complicated space of Olympic sponsorship (Grady, 2017), athletes assert that their marketing rights are too restricted as a result of Rule 40 and demand additional commercial flexibility with regard to their sponsors. Protests by athletes challenging Rule 40 mostly have taken place in the public relations sphere. German regulators, however, recently took aim at the restrictiveness of the rule's application during the Rio 2016 Games. In late 2017, Germany's Federal Cartel Office, acting on a complaint filed by the German sporting goods industry, took legal action against the German Olympic Sports Confederation (DOSB) and the International Olympic Committee (IOC) asserting an "effective monopolisation of marketing rights during the Olympics" and "an abuse of the dominant position of the DOSB and IOC," resulting in subsequent harm on the earning abilities of athletes ("German cartel office claims win …, 2017).

Purpose

This presentation analyses the legal merits of the German cartel office's complaint and understand how competition law was applied in this case in favor of the athletes. Using comparative legal analysis, the researchers explore how other competition laws within the EU could be effectively used to challenge Rule 40, thus causing the IOC to have to reexamine the role of Rule 40 in preventing ambush marketing at future Games.

Background

Enforcement of Rule 40 has not typically been challenged by legal means. It has been handled through a delicately negotiated process between athletes, Olympic officials, and their National Governing Bodies (NGBs) who are charged with enforcing compliance with all Olympic rules. Significantly, each NGB has discretion in how they implement Rule 40 for their athletes within the home country and its advertising space. Rule 40 was relaxed by the IOC for the Rio 2016 Summer Games, which provided additional commercial flexibility for athletes and their personal sponsors. Yet, German regulators still took the novel legal step in challenging Rule 40 and to question how it is being implemented by Olympic officials going forward. This leads to a need to further understand how European competition laws can be used to challenge enforcement of Rule 40 and to question whether other European countries are likely to follow suit.

Competition laws play an important role in European competition policy. Unlike the U.S. anti-trust laws, which primarily focus on market efficiency, European competition laws seek to achieve market integration but also emphasize consumer welfare and fairness (Van den

Bergh & Camesasca, 2001). Most European competition laws exist as a means for the state to intervene in market processes in order to achieve public goals. For example, "Germany developed competition laws earlier than other European systems and German competition laws are considered the best developed and most effectively enforced system in Europe" (Gerber, 2007, p. 445). As the Federal Cartel Office (FCO) is the central institution in the administrative enforcement system, the Rule 40 challenge is a recent example of the FCO's enforcement power.

Implications

The initial legal challenge within Germany demonstrates the potential for other European countries to successfully challenge Rule 40 as a violation of competition laws. In particular, "it could lead to a domino effect where similar decisions are made across Europe" (Butler, 2017). For example, Section 5 of the Irish Competition Act 2002 similarly prohibits the abuse by one or more undertakings of a dominant position, leaving legal experts to question if the Irish Competition and Consumer Protection Commission may also consider Rule 40 with regard to Irish athletes in advance of the Tokyo 2020 Games (Fry, 2018). Moreover, given the expansion of private enforcement options under EU competition laws, the decision seems to empower athletes to continue to challenge rules they see as "too restrictive in their detail, [where] the athletes and their potential sponsors could be abused and the marketing of the individual restricted" (Butler, 2017). From a practitioner perspective, the German complaint shows little hesitation by regulators to challenge established Olympic rules when potential abuses exist. The legal challenge further supports the need for additional flexibility to support Olympic athletes' commercial opportunities. There is also a potentially significant impact on the European sport sponsorship landscape, raising complex legal and sponsorship issues. For example, if the sponsorship concerns a specific event, the host country's laws may be applied (Vieweg, 2018), necessitating a nuanced understanding of the host country's competition laws regarding athlete sponsorship and advertising.

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Addressing Sexual Abuse and Institutional Liability in Olympic Sport

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Aim
This paper explores the viability of using national governing bodies to address claims of sexual assault in Olympic sport through a comparison of the International Olympic Committee's (IOC) consensus statement on sexual harassment and abuse to existing policies from the United States and Europe. As the regulatory organization for sport, these national governing bodies are in the best position to provide disciplinary action for members who fail to address or prevent abuse. First, each policy will be examined to determine patterns and adherence to the IOC's recommendations. Second, the effectiveness of these measures to provide liability will be analyzed and compared based on their reporting requirements to remedy abuse. Finally, alternate avenues of regulation, such as country specific laws, will be discussed to address any gaps in existing policies.

Purpose and Background
In 2013, the U.S. Government Accountability Office (GAO), an investigative branch of Congress, launched an inquiry into sex abuse in USA swimming. The resulting report focused on social accountability to better recognize, prevent, and respond to incidents of abuse instead of recommending changes to existing law. (Government Accountability Office, 2015).
The purpose of this GAO report failed to prevent or remedy sexual abuse in Olympic sport. Another sex abuse scandal became public in September of 2016 after Rachael Denhollander contacted reporters at the Indianapolis Star about abuse from Dr. Lawrence Nassar, the longtime team doctor for USA Gymnastics (Evans, Alesia, & Kwiatkowski, 2016). The publicity associated with his arrest, the accompanying testimony, and resulting lawsuits sparked a Senate hearing held by the subcommittee on Consumer Protection, Product Safety, Insurance, and Data Security as part of a bipartisan inquiry into systemic abuse issues in American gymnastics. The goal of this investigation, according to Senator Richard Blumenthal, is to "fight it [sexual abuse], correct it, and prevent it from happening again" (Schonbrun, 2018).

This current investigation is accompanied by new legislation, The Protecting Young Victims from Sexual Abuse and Safe Sport Authorization Act. This legislation requires reporting suspected abuse to law enforcement with 24 hours for all adults with criminal penalties for failure to report. The law further amends the Amateur Sports Act of 1978 to "1) to authorize national governing bodies to develop training, practices, policies, and procedures to prevent the abuse of minor or amateur athletes; and (2) to require national governing bodies to develop and enforce policies, mechanisms, and procedures to prevent, report, and respond to the abuse of minor or amateur athletes" (Protecting Young Victims from Sexual Abuse and Safe Sport Authorization Act, 2018).

Establishing review and accountability measures to address sexual abuse in Olympic sport is an international concern. The Netherlands Olympic Committee and the Netherlands Sports Confederation (NOC*NSF) published a report in December 2017 that showed 12 percent of youth athletes experienced some form of sexual harassment, with 4 percent suffering serious sexual abuse or rape. The report includes many key recommendations for better addressing sexual abuse in sport, including mandatory reporting, better institutional support, fewer

barrier to discipline for the accused, re-evaluating existing structures, and providing quality marks for those clubs that demonstrate attention to preventing sexual harassment and abuse (Anderson, 2018; NOC * NSF, 2017).

Results

Ultimately, the accountability to correct these concerns lies with each individual organization and governing body. When recommended measures provide for legal accountability and mandatory reporting instead of focusing solely on prevention and education, it is more likely that prevention efforts will be successful. Without the potential for outside accountability, measures developed as a reaction to horrific incidents often fail to address the systemic concerns that led to the initial problems. These trainings, practices, and policies are only effective if there is as much focus on preventative measures, specific reporting requirements, and addressing what happened in the past.

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Designing the Model of Sport for All in Iran

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Aim
The aim of the present study is to propose a model to measure and analyze the sport for all in Iran. While sport for all is a popular topic in both policy and research, and leaning on the egalitarian policies and culture of many countries, this article discusses sport for all within the Iranian sport and sport policy context. In Iran, despite numerous agencies and departments that regard themselves as responsible for Sport for all, participants in Sport for all in our country are in a less favorable situation than those in other countries.

Methodology and Analysis
Data was collected through in depth interviews. The participants w were asked questions about levels and components of the conceptual model and the following questions were based on the interviewee's answers. Data analysis steps were: First the open codes were created by line by line and paragraph-by-paragraph analysis of the existing transcripts. The codes produced in previous step were creating a relationship between codes. 283 open extracted codes were turned into 66 axial codes. In grouping the codes, axial codes extracted from the interviews are grouped and then emerged groups were compared to each other. Finally the codes classification showed sixteen components at the three contextual, organizational, and behavioral levels.

Findings and Discussion
Contextual level means the context and field of sport for all activities; it has a special status in Iran sport for all model (international ambient, political-legal ambient, environment, social ambient, economic ambient & cultural ambient). The most important feature of this level is its expansion compared to the other levels. Two other levels owe their existence and emergence to the contextual level; in the model, the concept of context means the periphery. The main work of contextual or peripheral factors is to arrange the relationships between sport for all domain and its superior systems.

Organizational level means managerial structure and application of soft and hard support systems for realizing the generalization of sport among people (Human resources, financial resources, equipment and infrastructures, technology, rules and regulations, colleague organizations & organizational media). In general, this level includes paths, channels, and containers through which process and operation of Iran sport for all flow and comprises all physical and nonphysical elements, factors and resources of sport for all which are integrated with a special order, rule and sequence and build the framework and frame of sport for all and is like the container of Iran sport for all activities. As implied, the organizational level is like sport for all container.

The behavioral level includes the factors associated with Iranian people's sporting behavior with a health approach. The relationship between these levels is close and, practically, they are inseparable in sport for all of Iran. In such relationship, levels interact with each other as continuous systematic relations. As Kumar et al. (2018) noted that a clear divergence between the sport policy goals across the private and public sectors, with significant differences observed between facilities on their social and commercial objectives and their prioritized stakeholder groups. Consequently, though health has been measured in official statistics for a long time, considerable effort has recently been given to measuring subjective well-being and social capital (Eime et al., 2015).

Conclusion

Distinguishing among and discerning the three levels of sport for all are theoretical per se and just to analyze the knowledge of concepts and components and the presented model can be based as an analytical model of Iran sport for all, so as to rationally and principally resolve numerous problems in this domain of Iran sport. Existing experiences in Iran and other countries have shown that a special institution with extensive facilities and capabilities cannot enhance people participation in sport for all on its own; because sport for all is a social and inter-departmental product and output of the society as a whole. So, one of the main reasons for inefficiency of current plans is their single-institution, insular functioning, and lack of a systematic model and map in the domain. The presented model can be used as the analytical tool for sport for all in Iran, so that it would may solve the problems of participation in sport reasonably and principally.

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Development of a Tool to Measure Possible Health Gains of Sport Events; Studying the Additionally Performed Physical Activity of a Mass Participation Running Event

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Aim and Background

Mass participation events are becoming more popular worldwide and have the potential to stimulate its participants to increase and less likely also sustain their physical activity (PA) (Weed et al., 2015; Lane et al., 2012; Murphy et al., 2015). Although research shows that every 30 minutes of physical activity (PA) contributes to 0.00022 gained Quality Adjusted Life Years (QALY's) for people who are not active enough (Fordham & Barton, 2008), very little evidence is available about the health benefits of sporting events (McCartney, 2010). In this study the additionally performed PA for inactive people and therefore the gained QALY in the preparation period of a mass participation running event of 5, 7.5 or 10 kilometers (KM) for female participants (Marikenloop 2017) was studied.

Design and Implementation

In a cross-sectional study, participants were asked to complete a questionnaire in the following week after the event. Questions regarded the performed PA (training and sport) in minutes/week during the preparation for the event, as well as the amount weeks this preparation had lasted. Participants were also asked to estimate the minutes/week they were physically active before registering for the sport event. Other measures included sport specific and demographic information as well as the current perceived health status.

Findings and Discussion

Of a total population of N=7300 females that took part in the Marikenloop, n=471 participants (mean age 42 ± 12y) completed the questionnaire. About 70% of the participants were higher educated and had a normal BMI, 24% was overweighed (BMI >25) and a small proportion was obese, 3% (BMI >30). Participants perceived their current health status as excellent (9%), very good (33%), good (54%) or poor (4%). During the preparation of the event, 38% trained in a group but most participants (62%) trained individually.

The reported average training time was about one hour spread over 2,5 training sessions/week during an average total preparation period of 9 weeks. Participants who took part in the 5KM run (45% of total), on average performed 128 minutes/week of PA during the preparation, the 7.5KM group (22%) 139 minutes/week and the 10KM group (33%) 195 minutes/week.
As for the additionally performed PA estimated for all 7,300 participants, one third indicated that they performed extra training / sports because of the Marikenloop, which was during the preparation an average of 164 minutes/week. Subsequently, these 164 minutes/week were subtracted by the time spent in training/sport before the start of the preparation which was on average 84 minutes/week, meaning that the participants on average sported/trained an additional 80 minutes/week. The average preparation period was nine weeks bringing the total number of additional PA for a third of all participants to approximately 1.8 million minutes equivalent to 30,000 hours. However, the overall value for health of additionally performed PA is not the same in for every person. Following, PA-guidelines, extra PA performed by someone who is insufficiently active has more influence on the health of a person than if he or

she would already meets the guideline of 3 times a week 20 minutes of vigorous PA (WHO, 2010). These are about 13% of all participants in the Marikenloop or a 1,000 (39%) of the participants who performed additional PA. This group trained on average 91 minutes/week in preparation of the Marikenloop and would train only 25 minutes per week without the Marikenloop. Their average preparation period was also 9 weeks. As a result of which nearly 600,000 effective minutes were made extra due to the event by people who were formerly inactive.

In the preparation period alone, the 1.000 inactive participants of the Marikenloop established a total of approximately 4.4 QALY. Interestingly, 74% of the formerly inactive participants had the intention to maintain their level of activity. The results imply the importance of possible interventions in line with the sport event, that help participants to at least maintain their level of activity so in time it will not be additional but habitual.

Conclusion and Implications

This study indicated the potential health benefits that the preparation period of sport event can have, by improving the PA of persons that would be insufficiently active without participating in the event. By further implementing this developed standard, it would be interesting for policymakers and event organizers to compare the recent results with similar measures of other mass sport events to provide more insights in the possible health effects.

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How Does Street Level Bureaucracy Challenge the Implementation of Football Fitness?

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Aim

In Denmark the non-governmental sports organizations (NGB's) is positioning their societal role. In this quest the connection of sport and health plays a huge role and has progressed from a passive and symbolic approach to one that is more explicit and ambitious. An illustrative example is the development of Football Fitness (FF), which is a football-based concept for health. The concept is centrally designed by the Danish Football Association (DFA), operationalised by regional county unions (CU's) and realized by local voluntarily organised football clubs. The aim of this paper is to explore the role of the Football Development Officers (FDO's) working in the CU's. We will ask the question; how does street level bureaucracy challenge the implementation of FF?

A few studies point to challenges that are critical for the implementation of centrally developed health-related sporting activities, such as the willingness and ability of clubs and the limited "hierarchical" legal power to influence club activities (see e.g. Skille, 2008). Most of these studies focus on the club level, whereas this paper concentrates on the CU's. Moreover Ooms et al., (2015) higlights that little research has focused on understanding the implementation context.

Theoretical Background

Michael Lipsky uses the term 'street-level bureaucrats', in which he underlines that the real decision makers are the ones who deliver the initiative to the target group (Lipsky, 1980, 2010). These are for example police officers, teachers and also the FDO's delivering the FF-initiative to the local club representatives. This emphasizes the importance of the FDO's and the importance of their behavior. Among others they are involved within joint-production in collaboration with the target group, meaning that the outcome depends on how the FDO's and club representatives interact. As no club representative nor FDO is alike, the work or the management of the FDO's cannot be regulated in details, causing the FDO's to exercise discretionary judgement. Moreover, they act on behalf of others in a forum which is very difficult to monitor.

Research Design and Data Analysis

The research is based on qualitative methods, including document analysis, an interview and three focus group interviews all important to understand the working conditions of the FDO's. The data has been coded and condensed with pre-existing codes directing the coding in a hermeneutic deductive way (Cresswell, 2007). The textual documents of analysis consist of papers and manuals describing FF, the implementation actors and the implementation structure. An individual interview was conducted with the national FF project manager and three focus group interviews were conducted, including one group of regional FF administrators (three out of four nationwide were present) and two groups of FDO's (twelve out of sixteen nationwide were present).

Results and Discussion
Several decisive aspects stand from the analysis. Firstly, the FDO's are to implement an initiative, of which they have not been asked how to design. This is not a normal working procedure to them, which is causing difficulties. Secondly, they feel restricted in regard to their working condition, in which they are regulated to meet a certain number of club visits. It becomes a matter of the number of visits instead of successful outcomes of visits. Moreover, they feel challenged in relation to regional support from superiors and lack of interest in the clubs. Thirdly no manual of implementation is present, and on an overall level the FDO's did struggle to act most profitable in the joint production, due to lack of ability and commitment in regard to the initiative and the work of implementation. With a view to the classic work by Pressman and Wildavsky (1984) the working conditions of the FDO's challenge great expectations from a central level. In the presentation these results will be backed by illustrative quotes.

Conclusion and Implications
The role as FDO is an extremely important link in the chain of implementation, as the initiative travels 'through' them. FF is just a piece of paper and the impact is depending on how the FDO's are working with it. In fact, the initiative is likely to stand or fall on their work. They may exhibit behaviour which does not benefit the programme, especially if they do not have the commitment and ability needed. This becomes hard to detect and compensate, as it is difficult to monitor the FDO's in their daily work. In this regard the management can work with building capacity, such as adding more staff or providing education and information. Or they can be more goal-orientated and hire FDO's with specific ability and commitment. Or make use of reward and sanctions. The issue regarding these tools, is the lack of knowledge regarding effect (Winter & Nielsen, 2010).

We believe that other NGBs and sports development officers will experience rising expectations in relation to health and other social issues and will benefit from this paper.

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Dropping Out School and its Outcomes on Physical activity and Sedentary time Structure Case Algerian High School

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Aim

Schools offer an ideal setting for health promotion interventions as most children spend a large part of their day there (Jessie-Lee, et al., 2017). Admit by Yaniv et al. (2017) once the schools' programs can implement policies and practices that support healthy relate to regular physical activity. Pronounced by LeBlanc et al. (2015) trendy the national curriculums, which reaches the general population to increase their PA as guidelines programs to help their uptake. Recommended by Algerian studies as advantageous practice for the adolescents' free time to reduce the psychological and social pressure (Houcine et al., 2017). Affirm, through the dynamics practice in associations with adolescent physical health, behaviour, and emotional well-being. Estimated via the suitability body composition, index of body fatness correlate to socio-economic status and lifestyle. Inspected in this study via the effects of finish Schools and its relationship with decreasing physical activity and increasing sedentary time. Exposed in similar to be one of the serious challenges that today's education systems are facing. Alerted by the Centre for Educational Statistics, at grave risk among high school dropout rate, set at 25%, qualified to growths rapidly to 50–75% in the few years, according to Cynthia et al. (2012). State by Programme director Antti Blom as a national action programed aiming to establish a physically active culture in Finnish comprehensive schools. Claim by our scientists as complex situation, especially with the economic crisis as challenges imposed for Algerian society, in relation to the colossal unemployment rates compared to high school dropouts associated with the lack of devices made by our authority in this concept (Georges, 2018).

Method

For the purpose, this controlled study verified 128 Male adolescents' high school students, aged around 17 years for academic years 2015 – 2016 and under 18 years on behalf of 2016-2017. Tested based on ALPHA — Fitness test batteries as a set of reliable, valid, and feasible tests to assess health-related physical fitness in children and in adolescents, according to Tejero-Gonzalez CM1, et al. (2013), and physical activity rating (PA-R) scale admit by Jackson et al., (1990) as questionnaires to collect physical level of physical activity for the previous 6 months. Report in present as sedentary time, relative to social pro activities time for both years.

Results

Based on the design, tests practice and statistical processes applied and search limitation. Our results support, the benefits of school venue as an ideal implementation of health fitness and well-being for scholars. Admit through the achievement of dropout group, poorly correlate with physical health and their performance daily lifestyle. Target in this study through body image disorders and disturbances concomitant to energy expending relative to missing time recreational and sporting attempt. Admit in our case study via the time spend on online social networking as a privileged means to structure free time. Report as a negative side effect on the benefits of virtual life that becomes more important than the outdoor daily active engagement.

Conclusions

Dropping out school in the Algerian societies with the lake of the job-training program or sports association volunteer committees as preventing programs is a stress-related biological pathway that links physical disorders and depression, virtual to live disorder concomitant to decrease of outdoor activities associated with loss of energy and motivation. Admit in the present study as a negative side effect of social network's daytime activities, conducting to the decrease in real life social community. Record through the achievement of the dropout group, poorly correlates with physical health and performance daily lifestyle. Inspected in this study, via body image disorders and disturbances concomitant to energy expending relative to time leisure and pro-social attempt. Support by Programme director Antti Blom as goal of the government to ensure one hour of physical activity each day among these social categories.

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Activity Interfaces: Breaking Down the Barriers at Public Activity Places

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Aim

The Swedish sport and physical activity landscape, like in many other countries, is in change: how, where, when and if we exercise and are physically active is changing. We can see a growing trend away from traditional club sport, towards activities provided for within the commercial sector, in a non-club organisational setting or carried out as self-organised activities (for a discussion on institutional changes see Borgers et al, 2018). The growing preference for self-organised activities, alongside the decline of traditional sport as well as an alarming inactivity rate, has driven an incentive among cities (municipalities) to provide more public activity places, such as outdoor gyms skate parks and small-scale ball pitches (Book, 2017). However, building an infrastructure doesn't assure physical activity among the wider population (see for instance Koohsari et al, 2015). For instance, girls and women are heavily under-represented at the public activity places. There is a need for other support as well, often to be found outside the traditional way of organising and providing for sport.

With basis in the project *Equalizer – a tool for equal and inclusive activity places*, this presentation aims at discussing possible spatial, organisational and activity interfaces to activate public urban places.

Research Design

The *Equalizer – a tool for equal and inclusive activity places* focuses on the potential in transforming existing activity places through fairly inexpensive and workable measures in order to attract more users, irrespective of gender. The project connects theory and practice and uses the city as a living lab. The project is performed as a collaboration between researchers; architects; the Leisure Department in Malmö; and users. An important part of the project is the involvement of potential users, mainly girls/women. Together with groups of girls/women (age 17-25 and 40-53), we have carried out participatory actions (so called "disturbances") at activity places. These have been evaluated and processed in workshops to identify barriers, which in turn have resulted in ideas about supportive measures for making the activity places and physical activities involved more inclusive.

Results and Discussion

The presentation will focus on the identification of barriers and discuss supportive measures. We have formulated the identified barriers as question, developed by the participating girls/women. The first cluster of questions concerns spatial support: How do I find and approach the place? How could I step inside step-wise and naturally? Based on these we have identified supporting physical structures: guiding spatial structures, visibility, low physical barriers, spatial connections between inside and outside, etc.

The second cluster of questions concerns organisational support: How could I gain access to the place? How could I find support in taking place? How do I know how to use the place? How could I find other girls who are interested in using the place? Based on these we have identified supporting organisational structures: presence of adults, organisations in different forms or networks giving a helping hand, PE teachers showing the places during school time, occasional events, communication platforms etc.

The third cluster of questions concerns the activities taking place at the place: Do I need to perform to use the place? Do I need to play football to use the place? How could I use the place for different activities? Based on these we are identifying supporting structures in order to open up for a more flexible and varied use of the places: combinations of activities, social activities, unexpected and temporal equipment, illustrative signs, etc.

In order to structure the measures, it can be useful to refer to ecological or socio-ecological models (see for instance Sallis et al. 2006), but more importantly to move outside the traditional structures/conceptualisations and boundries connected to these. Most of the supporting structures discussed in order to break down the barriers and make public activity places more inclusive could be regarded as some kind of interfaces between activities, organisational types and spaces. This means that we can't develop inclusive public activity spaces without linking different municipal departments, school and leisure settings, physical and social activities, simplicity and creativity, etc. We need to think outside the traditional way of organising sport, but not ignoring organisational issues despite the open character of public places. It is about developing a hybrid and interfacial way of working, and to disturb existing norms.

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An Examination of Motivations and Constraints for Sport Participation Throughout a Lifespan: A Case Study in Surfing

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Aim

The purpose of this study was to examine how motivations and constraints for surfing participants change over time. The research questions were based around what motivations and constraints surfers encountered when they first commenced surfing, throughout their lives, and at the time of the interviews. Empirical evidence (e.g., Vella et al., 2016) suggests that participating regularly in sport and physical activity improves the likelihood of living a healthy life. However, throughout an individual's life, motivations to continue and constraints to participate may change over time. The changes could lead to physical inactivity and reduced levels of sport participation. The World Health Organisation (WHO) (2015) stated that in order to perform optimal preventative lifestyle campaigns, it is crucial to identify the motivators and barriers for all individuals, particularly those of later aged people. Research on motivation and constraints can promote a greater understanding of individuals' decisions regarding their sport and physical behaviour (Tsorbatzoudis, Alexandris, Zahariadis, & Grouios, 2006). Therefore, this study sought to contribute to this knowledge gap and inform sport management decision making based on participant's changes on motivations and constraints over time.

Theoretical Background

Self-Determination Theory (SDT) and the Hierarchical Model of Leisure Constraints were used as the theoretical frameworks to examine motivations and constraints in a sport domain. Self-Determination Theory (Deci & Ryan, 2002) defines intrinsic and extrinsic sources of motivation and offers a description of the respective roles of intrinsic and types of extrinsic motivation in cognitive and social development and in individual differences. Self-Determination Theory and its conceptual underpinnings have been used in a number of fields (including education, environment, healthcare, organisations and work, psychopathology, psychotherapy and counselling, sport, exercise, physical education and virtual environments) to investigate motivation (Deci & Ryan, 2002). Alongside motivation theories, the Hierarchical Model of Leisure Constraints (Crawford, Jackson, & Godbey, 1991) has assisted in expanding the research based on constraints surrounding the limitations to sport and physical exercise. It has allowed researchers to study closely how individuals face, experience and react to a variety of barriers that influence leisure behaviour (Jackson, 2000). The results of the studies from the sport and exercise domains using SDT or the Hierarchical Model of Leisure Constraints have direct relevance to understanding the optimal motivation and common constraints of physical activity from an early age to later-aged adults.

Methodology

A convenience sample of respondents was obtained from a board riders club on the Gold Coast, Queensland, in Australia. To obtain experiential descriptions of a specific phenomenon and examine how motivators and constraints of surfers change over time, a retrospective phenomenological approach was used in the study. Therefore, it was a requirement that respondents had started surfing when they were children and were continuing to participate at the time of data collection. It was essential for the methodological approach that later aged participants interviewed were currently involved in surfing in order to capture the phenomenological or 'lived experiences' nature of the study.

Findings

The findings confirmed that social reasons (e.g., friends and family) were the most influential construct for motivation at an early age. Further, the same social reasons were still in later adulthood. However, motivation shifted substantially towards mental wellbeing. With respect to participation constraints, the only significant construct at an early age was alternate activities, such as playing other sports. However, the most influential construct for later adulthood constraints was family responsibilities. Understanding these motives and constraints to develop appropriate activities and programs in sport may reduce withdrawal from participation and assist to increase the number of later aged people participating in sport.

Conclusions and Implications

From a theoretical standpoint, understanding the combined effects of what motivates individuals to participate and what constraints inhibit participation, as well as the changes throughout an individual's life, advances the identification of optimal motivation and its relationship to sport and exercise participation over time. Therefore, this study contributes to sport motivation theory and specifically the application of SDT and the Hierarchical Model of Leisure Constraints into a sport-specific context over the lifespan of individuals. The practical implications of the results of this study are important for all relevant entities/stakeholders who are involved in developing sport programs (e.g., sport development officers, national and state sporting organisations, local government, schools and universities), and that they are aware of the motivations and constraints of sport participation and how they change throughout a lifespan.

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How to Get 600.000 Danes More Physical Active (Practitioner Contribution)

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Aim

Four years ago, the National Olympic Committee and Sports Confederation of Denmark and the Danish Gymnastics and Sports Association agreed on a common vision meaning that in 2025 50% of the Danish population shall be members of a sports club and 75% of all Danes should be physical active at a regularly basis. To succeed with vision 600.000 Danes must be moved either from being physical active on their own to an active member of a sports club or come from physical inactivity to physical activity.

Purpose and Background

Until 2014 the National Olympic Committee and Sports Confederation of Denmark and the Danish Gymnastics and Sports Association accounting for a total of 2.3 million members decided to end a long-term rivalry on the issues of members and funding and unite on a common vision with an aim to make Denmark the most sporting active nation in the world. Furthermore, the two organizations decided to change their fundamental strategy from looking only on getting Danes to be members of a sports club to extend their operational range to getting Danes more physical active irrespective of their organizational affiliations. The purpose of the common vision between the two major sports organizations in Denmark is to make sure that organized sport will stay strong and important in the Danish society in the future. Likewise, it is the purpose to make sure that the benefits of being part of a binding community in the sports clubs or getting access to the health benefits of being physical active will attract many more Danes to sport and physical activity. Thereby the Danish society will harvest a positive surplus on a number of social accounts including health, social inclusion, growth, employment and education.

Design and implementation

The design of the vision to get 600.000 Danes to be physical active is based on two tracks. One track is about renewing or rethinking a number of sports, so they will be able to attract more members and make a bigger part of the population more physical active. The other track is concentrated on improving the political framework for sports clubs and physical activity in Denmark. The foundation for the political work in public affairs is a comprehensive political catalogue, which is announcing 65 recommendations of political initiatives covering all government ministries except the foreign ministry.

The 65 recommendations are later boiled down to 25 recommendations, which are thought as the most likely political initiatives to be implemented in a timeframe of three years. A fundamental condition for a successful implementation is to secure a political ownership. The first step was to secure a prominent space for the vision in the government program. Then the different public affairs initiatives have concentrated on getting the top political ministers to take an interest for the agenda and show political commitment to discuss the necessary political initiatives, which can make more Danes physical active.

Outcome
The outcome of the public affairs work with a catalogue of 25 specific recommendations on how to get 600.000 Danes physical active has been a high-level conference hosted by the Prime Minister with a selected participation of six different government ministers, the umbrella organizations for regions and municipalities, employer associations, labor unions, major civil society organizations with health, social work and elderly. At the conference specific themes on sport and health, sport and integration, sport and social inclusion and sport and employment were discussed among ministers and organizations including the NOC and Sports Confederation of Denmark and the Danish Gymnastics and Sports Association. The recommendations from the conference were to set up three working groups. One with the Minister of Health as chair, one with the Minister of Employment as chair and one with the Minister of Culture as chair.

Implications
The future of the project is foremost concentrated on the recommendations that the three governmental working groups are set to come with in august 2018, and which will be presented by the Danish Prime Minister at another conference in the autumn of 2018. The NOC and Sports Confederation in Denmark and the Danish Gymnastics and Sports Association are working on getting the political support to the following proposals:

- Physical activity on prescription
- Physical activity as an integrated part of what is offered to unemployed
- A government fund, which can secure that more sports facilities will be renovated.

And then of course 22 other political recommendations, which across all governmental ministries are aimed at securing that by 2025 600.000 more Danes will be physical active.

Sport, Culture and Opportunity: Building Community Capacity Through Surfing

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Aim

This work explores an initiative in a remote community in Papua New Guinea (PNG), where the sport of surfing has deep cultural foundations. Currently, PNG surfing is enjoying a surge in popularity, but is also being strategically leveraged to encourage sport participation and to address community issues such as gender-based violence, access to education and poverty alleviation. The main challenge for the Surfing Association of Papua New Guinea (SAPNG) in growing the sport locally has been the unavailability of surfboards. Indeed, prior to the initiative that forms the focus of this research, PNG surfers relied solely on surfboards donated by visiting surf tourists – an unreliable and inadequate source. This work addresses the research question: How can aspects of a traditional indigenous culture be mixed with a modern sport subculture to build local sport participation and community capacity?

Theoretical Background

Edwards (2015) contends that a prerequisite for sustainable community development is, "the capability for collective action, the internal resources to support the process, and the necessary skills and knowledge to successfully identify local problems and their solutions" (p. 7). Collectively, these capabilities, resources, skills and knowledge refer to the concept of community capacity. Community sport organisations (CSOs) provide valuable contexts for analysing community capacity building (Jones et al., 2017; Schulenkorf, 2012). Jones, et al. (2017) note that despite its "conceptual importance" (p. 1), community capacity building through sport remains largely under-researched. Where Jones et al. explored a CSO initiative in the United States, this investigation is in a developing country context (PNG). While many of the challenges of gender-based violence, equitable access to education, and poverty are endemic to both contexts, the interplay between indigenous culture and participation in community activities is potentially more influential in developing countries. Indeed, while Saufi, O'Brien and Jenkins (2014) shed light on the interplay between indigenous culture and access to benefits derived from tourism, little is known about the same in relation to sport and the implications this has for building community capacity. As well as many positive values, modern sport subcultures such as that of surfing are also known to promulgate some negative values, particularly in relation to gender relations (Ford & Brown, 2006). By shedding light on this important relationship between culture and community capacity, this study makes an important contribution to the burgeoning sport-for-development (SFD) literature (Edwards, 2015; Jones et al., 2017; O'Brien & Ponting, 2013).

Research Methods

This study utilised a qualitative case study method. Tupira Surf Club in PNG was selected as the research site due to the author's relationships with key gatekeepers central to community leadership and the sport of surfing there. Data were collected through eight semi-structured interviews with community leaders and individuals central to program implementation, as well as extensive field notes and photographic evidence. All data were collected over a two-month period from February-March, 2017. The data were transcribed and analysed manually using Edwards' (2015) seven dimensions of community capacity as a theoretical lens to categorise and make sense of the data.

Results

The main challenge for growing the sport of surfing in PNG is the lack of available surfboards. Local manufacture has been impossible due to poor access to raw materials, and no surfboard shaping experience in the country. However, in 2016, at the invitation of tribal elders, an Australian surfboard manufacturer specialising in wooden surfboard construction travelled to Tupira to share his methods of crafting modern wooden surfboards. The resultant construction process employs a mix of traditional Melanesian and modern woodworking methods and has produced a new generation of local surfboard artisans. As it is communities that own surfboards in PNG, rather than individuals, the SAPNG mandated that access to the new wooden surfboards be linked to compulsory school attendance as well as an education program about gender-based violence. In this way, the initiative has created new opportunities to participate in surfing, especially for women and girls, as well as building community capacity across Edwards' seven dimensions to address critical global issues locally. Newly learnt skills and the commercial opportunities they engender through the sale of beautiful timber surfboards to visiting surf tourists, have also gone some way to poverty alleviation.

Conclusions and Implications

This research fills a gap in the literature on the interplay between indigenous culture, sport participation and community capacity building. The results demonstrate that the ability to reflect on shared cultural foundations when planning for sport development can lead to positive community-level change. In this study, a CSO has contributed to community capacity building, particularly in terms of an enhanced local learning culture, gender-based violence awareness, new skillsets to alleviate poverty, and the building of cultural pride and awareness among indigenous peoples.

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Analyzing the Negative Impact of Elite Sporting Culture behind Japanese Judo Elite Success

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Aim

With growing extant literature to explore the homogeneity and heterogeneity of elite sport development system (e.g. Green & Houlihan, 2005 and De Bosscher et al., 2006), some efforts have been further made to explore that elite sporting culture might positively affect the effectiveness of sports policies. Nevertheless, the relevance and negative influence of elite sporting culture, such as conflict of values, expectations and beliefs between coach and athlete (Sotiriadou, Gowthorp & De Bosscher, 2014), to elite success is less prominent. Furthermore, few researches have been conducted to explore the process by which how has the culture may negatively influence on elite sport policy at sport-specific level towards international sporting success over a prolonged period of time. Therefore, we seek to answer the research question: *Does elite sporting culture negatively influence on elite success?*

Theoretical Background

The literature argued that SPLISS model and elite sporting culture would have great explanation on effectiveness of elite sport system at sport specific level (De Bosscher et al., 2006; Sotiriadou, Gowthorp & De Bosscher, 2014). The 'elite sporting culture' is defined as 'the shared culture from an organization having an impact on staff behavior and attitudes, and ultimately influencing organizational performance' (Macintosh & Doherty, 2007). From a long-term perspective, this established culture often functions as 'path dependence': it could lock an elite sports policy on a specific trajectory and constrain subsequent policy options (Levi, 1997). However, the literature has not examined negative impact of long-standing elite sporting culture on the international sporting performance.

Method

We analyzed 17 years (2000 to 2016) case of Japanese Judo due to its cultural characteristics and international sporting performance in the developmental process. We firstly collected the documents from the multiple resources to identify: (1) the perceptions among the decision makers, such as for Judo training and the athletes' performance in international matches, and the number of medals and the percentage of the athletes' using standing techniques in the Olympics and World Championships, (2) the developmental situation in the nine policy areas derived from the SPLISS model. To complement the documental analysis, we further conducted semi-structured interview with 2 senior members from the All Japan Judo Federation (AJJF) and an academic expert. Then, we analyzed a case report made from the collected data with using content analysis and pattern matching proposed in Yin (2008).

Findings

No matter how increased the number of male participants (72 to 237) and nations (27 to 136) in Olympic Judo subject from 1964 to 2016, Japan had been maintaining a top ranking (average 40% in terms of sharing gold medal) at each Olympic Games from 1964 to 2004. However, the decline or failure situation (43% to 0%) of international sporting performance happened after 2004 to 2012.

In particular, the change of decision makers' attitude and action was limited at the period between 2000 to 2012 with regard to the athletes' winning way in the international competitions. For example, the head coaches or technical directors they kept their own mind believing that the athletes should, or to, win the matches by the standing techniques. The elite sporting culture was grown after World War II in one group and rapidly diffused into, and dominated the elite development section in AJJF late around 1970 to 2012.

Furthermore, the similar results derived from the culture happened in the other situations. Even though the new rules were adopted, the decision makers still kept the past attitude and action. For example, although the rule of the leg grabs and the IJF ranking system were adapted into Judo competition, the decision makers kept focusing on the pioneers' experience for the national team training instead of accepting the new approach by which foreign countries used during that period. They took the past attitude and action for granted. We could say that it was "path dependent".

The limited attitude and action by the decision makers in Japanese elite Judo was the most critical factor to explain the failure of Japanese Judo in the Olympics, based on the examination of influence of SPLISS factors on the Japanese Judo international performance from 2000 to 2012.

Conclusion and Implications

We argue that the elite sporting culture on the development of elite sport policy can be negative. Japanese Judo sustained success in Olympics has allowed certain aspects of elite sport policy development to remain unchanged from the system, and the almost un-change could be tracked over a long period of time; hence, it could be seem as an example of path dependence. Lastly, the SPLISS approach it lack a long-term perspective to explain the influence of elite sporting culture. Consequently, we suggest that integration of the SPLISS model and the concept of path dependence would possibly provide the better insight for the investigation of long-term cultural influence on international sporting performance.

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Creating Professional Women's Sport Competition: Contribution of Institutional Work

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Aim

This research aimed to explore the contributions of institutional work in the creation of a new professional women's Australian rules football league in Australia, the Australian Football League Women's competition (AFLW competition). The key research question is:
What were the contributions of institutional work in the creation of the AFLW competition?

Theoretical Background and Literature Review

In institutional theory terms, management of professional sport has evolved from an amateur ethos to a professional logic where the dominant ways of operating have changed from survival to a strategic focus on products and services that turn a profit (Dowling, Edwards, & Washington, 2014). This transition has required organisational, structural, and human resource management change (Cuskelly, Taylor, Hoye, & Darcy, 2006). As such, many sport organisations have moved from being largely run by volunteers who were responsible for all of the operational and strategic responsibilities, to professional entities employing professional staff to deal with the same responsibilities (Dowling et al., 2014; O'Brien & Slack, 2004).

However, there is little research that understands the transition of volunteer to professional sport with an institutional work framework. Institutional work is a key tenet of organizational institutionalism and focuses on the work that actors (or individuals) complete to shape (or contribute to) the institution in which they exist (Greenwood, Oliver, Lawrence, & Meyer, 2017). Institutional work is often used as the overarching concept where institutional entrepreneurship (i.e., changing an institution), deinstitutionalization (i.e., disrupting an institution) and institutional maintenance (i.e., stabilizing an institution) are discussed (Lawrence, Suddaby, & Leca, 2009).

The Australian Football League (AFL) is the governing body of the largest and arguably most successful football code in Australia (Stewart, Stavros, Phillips, Mitchell, & Barake, 2016). In the case of this research, the AFLW competition represents the first time the AFL (which manages and delivers the men's professional Australian rules football competition) has embraced, supported and created a professional competition for women. The AFLW competition (the institution of interest for the purposes of this research) participants are drawn from amateur Australian rules football women's competitions which have developed chaotically around Australia. Previous literature exploring the transition of a volunteer sport to a professional pursuit has not considered the role that individuals have in contributing to the institution in which they exist. To fill this gap in the literature, this research aimed to explore the institutional work contributions in creating the AFLW competition.

Research Design, Methodology and Data Analysis

A case-study approach and qualitative methodology was employed for this research. Participants were selected based on their previous dedication to amateur women's Australian rules football and subsequent integral management position within the AFLW competition. A total of 15 semi-structured interviews (45-60 minutes in duration) were conducted with two

AFLW competition managers, six AFLW competition team managers, and seven AFLW competition team coaches. All semi-structured interviews were recorded and transcribed. Transcripts were de-identified, coded line-by-line for discussion relating to institutional work, and cross checked by two researchers.

Results and Discussion

The key institutional work contributions of the AFLW competition managers was getting support from staff members within the AFL to add tasks for the creation of the AFLW competition on top of their full-time allocations. That is, there was a reliance on existing personnel and expertise within the professional governing body of the AFL. The key institutional work contributions of the AFLW competition team managers was the labour required in running the amateur and volunteer women's Australian rules football competitions. By running amateur and volunteer women's Australian rules football competitions, these AFLW competition team managers facilitated participation opportunities for women to play Australian rules football. The key institutional work of the AFLW competition team coaches consisted of often unrecognised coaching contributions within women's football which then created personal opportunities to be hired as AFLW competition team coaches.

Conclusion and Implications

This research revealed that there were important entrepreneurial institutional work contributions in creating the AFLW competition from key actors who have their roots in the largely volunteer and amateur ethos of women's Australian rules football. The foundations to create the AFLW competition were laid by the entrepreneurial key actors within the amateur women's Australian rules football institution in which they were embedded. The contributions to create the AFLW competition included getting work-related support from other employees within the AFL and ensuring that there were participation and pathway opportunities for players and coaches. This research has filled the gap in the literature by understanding the important contributions that actors make to their institution in the transition from volunteer to professional sport. For sport management practitioners, recognising and rewarding work that normally goes unnoticed (in the volunteer to professional transition) could lead to the creation of more successful and sustainable competitions. Future research could employ a macro-level approach to determine if an institution can influence institutional work.

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How Do I Look? Gender Presentation in Intercollegiate Athletics

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Aim
Societal norms dictate that women should appear feminine. Because athletic performance often requires the display of masculine characteristics, female athletes frequently find themselves in a contradictory situation. The female athlete paradox is a concept that explains the juxtaposition faced by women athletes as they navigate sport participation. As societal norms have evolved and become more accepting of athletic women, muscularity and physicality have also become more prevalent. This research aims to add to the body of knowledge on the women athletes' preference to appear while on and off the arena of competition (Krane, Choi, Baird, Aimar, & Kauer, 2004; Ross & Shinew, 2008). Specifically, we address three research questions:

- ➢ How do Division I sportswomen want to be perceived while competing
- ➢ Are there differences in appearance preferences of those in masculine-identified and feminine-identified sports?
- ➢ What are the effects of gendered sport type, athlete's gender, sexuality, race, experience on the team, and how much they care about how they look while competing on how they would like to be perceived?

Theoretical Background and Literature Review
Sport has been a site for the cultivation of masculine characteristics since its inception. Women were virtually excluded from mass sport participation until the twentieth century. Medical experts believed that engaging in physical activity was harmful to the female reproductive system, and in direct contradiction with prescribed gender norms. Modern women athletes are faced with the challenge of conforming to societal norms and displaying their femininity (Vianden & Gregg, 2018). Investigated by numerous scholars (Ridgeway & Correll, 2004), the female athlete paradox addresses the challenges some athletic women face when competing in historically masculine sports.

Research Design, Methodology and Data Analysis
This research employed survey methodology. 145 women competing for Division I athletic teams from across the United States were surveyed. To interrogate whether differences between historically masculine and feminine sports exists (Metheny, 1965), athletes that compete on both types of teams were included. Athletes surveyed participated on a team that had either recently earned a national championship or that were a member of a dominant conference in a particular sport. Ten universities from four major NCAA conferences were included. Athletes were asked a series of questions related to how they preferred to appear while competing. For the descriptive analysis and sport comparisons, individual items were examined. For the regressions, two additive scales including the aspects of athleticism and femininity were constructed. Our "Athletic Expectations Preference Scale" consists of the "athletic," "tough," and "strong" variables (a=.78, Range: 7-15, Mean=13.06, SD=1.87), reflecting hegemonic understandings of sport. Our "Feminine Expectations Preference Scale" consists of "pretty," "sexy," "attractive," and "feminine" (a=.75, Range: 11-20, Mean=16.58, SD=2.48). This reflects prevailing expectations related to femininity. The individual

"masculine" quality in the regression analysis was also examined because of the cultural association between masculinity and athletics. The regression analyses included variables for gender, sexuality, race, experience on the team, and concern for appearance while competing.

Results

Our findings indicated that during a competition, women prefer to look both feminine and athletic; reflecting both sides of the female paradox. Women that competed in sports that are considered too masculine reported a greater desire to appear athletic than those participating in sports that are considered more feminine (Adams, Schmitke, & Franklin, 2005; Krane, Choi, Baird, & Kauer, 2004). Data indicated that women who participate in more feminine sports which often require uniforms that are traditionally ladylike sometimes compensate in different ways, such as wearing makeup during competition. Women who compete in historically masculine uniforms reported compensating in different ways, often off the field. Wearing more feminine attire off the field and emphasizing qualities associated with traditional gender norms were one-way women reported behaving. There were also differences in how women preferred to look. For example, golfers have less desire to appear tough than basketball, softball, and volleyball players. Conversely, basketball players had a greater preference to look big compared to all other sports. This point is logical that height is an advantage in basketball.

Discussion and Conclusion

Findings in the current study indicated a consistent behavioral pattern amongst the female participants to attempt to balance feminine presentation off the field with an athletic appearance while competing. While our data indicated that some progress regarding the acceptability of women being athletic, society still must evolve to become truly accepting of competitive, athletic women. Data indicated that women prefer to appear pretty, attractive, and feminine overall. Our findings contribute to the body of knowledge dedicated to the understanding of women self-present in athletic settings. Our findings shed light on some problematic and positive aspects of uniforms currently worn by Division I athletes. Further, our findings should inform the NCAA, coaches, and others how to better understand how uniforms can be altered to allow for greater satisfaction for participants.

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Elite Sport and Sport for All: An Epistemological Paradox

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Aim
Sport policy discourses of advanced capitalist nation states have predominantly taken shape around self-evident positive presumptions of elite sport. Successful elite sport would 'trickle-down' to community levels through role model athletes, events and athletic successes, expecting to generate numerous public benefits, amongst others increased sport participation (De Bosscher, Sotiriadou, & van Bottenburg, 2013). Current studies remain unable to provide indisputable empirical evidence neither for the existence nor the absence of trickle-down effects on mass sport participation. These ambivalent empirical relationships do not necessarily imply that trickle-down effects regarding mass participation do not empirically exist. They rather suggest that the hypothesized effect is subject to causal complexity. Therefore, the aim of this study is to critically synthesize how the current evidence base has been constructed and to identify why current research discourse has been unable to capture causal complexity.

Theoretical Background
The hypothesized trickle-down effect of elite sports on mass sport can be considered a deductive assumption. A closed linguistic and empirical system. Elite sports would inspire the public, an inspired public takes up sport: elite sports lead to mass sport (De Bosscher, Sotiriadou, & van Bottenburg, 2013). This causality perspective is often used by governmental institutions to justify elite sport investments. It, however, assumes a causal and linear understanding of the social world, which almost never persists in policies and praxis (Stone, 2002). Research traditions that intend to understand the social world in terms of linear relationships are therefore considered unable to take the equifinality and asymmetry of the phenomena under study into account (Schneider & Wagemann, 2010), making the pursuit of an explanatory theory and invariable knowledge nearly impossible (Flyvbjerg, 2001).

Research Design and Methodology
A systematic literature search was carried out in databases SPORTDiscuss, Web of Knowledge, PubMed, Scopus by hand search techniques. A crucial selection criterion for including articles was that studies research the effectual relationship between elite sport and sport participation. Figurational studies about leveraging strategies, managerial perceptions or stakeholder interviews were for that purpose excluded. Although the number of included studies might be subject to change, a total of 40 English written journal articles have been have been selected for a subsequent mapping review. Mapping studies do not primarily discuss findings of included articles, but identify characteristics and linkages about the activities that generated those findings (Cooper, 2016). This approach allowed for a systematic comparison of the included studies in the pursuit of identifying why current research discourse about spill-over effects of elite sport remains unable to identify those.

Initial Findings and Discussion
Initial findings are consistent and show saturation, making it convincing that initial findings will not be subject to major revisions. Included studies are characterizsed by ambiguous overlapping operationalisations of predictors, mediators and outcome variables. As a consequence, this constitutes two research deficits. First, different sociological phenomena

can be identified to be subject of study, more specifically effects of 1) intentional behavioural change and 2) observable behavioural change to do sports or physical activity. An epistemological paradox takes shape here. Both discourses attempt to study the extent elite sports leads to mass sport, but these research traditions produce fundamentally different types of knowledge. This is not necessarily problematic, but becomes problematic because these research traditions cannot be considered mutually exclusive in case of spill-over effects of elite sport. Second, in the pursuit of observable behavioural change, intentional behavioural change is a necessary condition, but the latter does not automatically mean that increased sport participation has been established. In combination with ambiguous operationalisations of predicting variables (e.g., elite sporting success index, medal wins, qualification for World Cups) , lacking comparative studies that take into account the complex contexts the cases of study are active in (e.g., population change, membership definitions, relative success) and arbitrary definitions of the effects under study (e.g., played football once a year, has the intention to be more active, is inspired to take up new sports), it is not unsurprising that the evidence base remains fragmented and equivocal.

Conclusion

It is argued in this study to break away from current vicious research circle and that a reflexive turn is desirable. Although the evidence base provides valuable insights regarding processes that might enable mass sport through elite sport, if, how and when elite sports inspires the mass public to participate themselves seems to depend on the plural conditions of the social world. In this contribution we conclude that only a few studies move beyond current discourse in an attempt to capture causal complexity, but that comparative (case-control) research designs are desirable to identify those conditions under which elite sport might – or might not – enable mass sport. If these cases are combined and compared, necessary conditions for increased sport participation can most likely be identified.

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Mega Sport Event Volunteers: Tracing the Process and Outcomes of Social Capital Development at the 2018 PyeongChang Winter Olympic Games

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Aim

This study explored the process of social capital development among the volunteers who participated in the 2018 PyeongChang Winter Olympics Games. Specifically, the study applied and extended the social capital development process proposed by Zhou and Kaplanidou (2017), which demonstrated the antecedents and outcomes of social capital from active sport event participation in a participatory sport event setting, to volunteerism at a mega sport event.

Theoretical Background

While there are divergent definitions of social capital, Putnam (1995)'s interpretation was adopted in this research in that social capital is viewed as a public good that rouses a series of behavioral outcomes as well as societal benefits from building psychic connections. Scholars (e.g., Adams, 2011) in sport management have utilized this Putnam's approach to explain the social benefits that arise from participation in sport. For example, Tonts (2005) examined the linkage between sport and social capital to propose that sport acted as a vehicle for developing social capital and found the sporting activities created opportunities to build strong ties among divergent groups and enhanced community identification through bonding relationships. Similarly, Skinner et al. (2008) elaborated how sport can bring social changes in communities as they postulated that sport could act as an effective hook for organizations and governing bodies to cultivate social capital and foster sustainable development. While there has been an increased amount of research that focuses on identifying the motivation of the volunteers, less emphasis has been given on measuring the impact of the experience on the volunteers themselves. Welty Peachey et al. (2015) broadened the spectrum of social capital research by studying volunteers who participated in a sport-for-development event and found that the volunteers' experiences contributed to positive behavioral outcomes, such as embracing broader learning opportunity and willingness to work for social change. Also, Zhou and Kaplanidou (2017) presented a perspective regarding the production of social capital and social capital itself as two different concepts to propose procedural steps based on the relationships between event participation, social capital, and community.

Research Design and Data Analysis

A qualitative research design was adopted to secure in-depth data on the process of social capital development. Purposive and snowball sampling methods were used to select and interview 30 domestic volunteers to serve as study participants. Semi-structured interviews and focus groups were conducted according to guidelines developed based on recent scholarship on sport-for-development and civic engagement. The interviews, all of which were conducted by the lead researcher with some of the interviews involving secondary researcher monitoring or assistance, took the form of face-to-face interviews and each one lasted from 30 minutes to an hour. The content was recorded and relevant themes, detailed below, emerged as the lead researcher listened to the interview recordings and simultaneously examined field notes during the data analysis stage.

Results, Discussion and Implications

In accordance with the findings by Zhou and Kaplanidou (2017), the current study found that social interaction was a pre-condition to rouse social capital development. Furthermore, there were two unique findings related to the social capital development stage in the present study. First, bonding and bridging were heavily used to broaden the volunteers' personal network, while only two participants shared their experience with linking. Second, the way bridging was defined differed based on age groups as the younger participants viewed it as building relationship with people from different academic disciplines and age groups but the older volunteers perceived it as related to other people's prior social status (e.g., job). Regarding the outcome stage, two themes identified in Zhou and Kaplanidou's study also emerged in the current investigation: increased prosocial behavior and everyday interaction with others. Furthermore, four new themes emerged: Increased awareness regarding 1) winter sport and 2) social and political issues; Increased intentions regarding 3) volunteering for other sporting events and 4) joining other forms of social engagement. Specific examples of the various themes will be provided during the presentation.

This study revealed both similar and unique additional findings when compared to previous research in this area. Regarding the enlarged personal network established through the means of bonding and bridging, the participants claimed similar positive outcomes as identified by Putnam as well as sport management researchers. However, the wide range of demographic diversity, especially the participants' age gap, exerted significant influence on shaping their understanding and practicing of bridging, which, in turn, led to contrasting behavioral outcomes. Also, the uniqueness of the event plays a role in shaping the outcomes. The findings of this study reveal that the outcomes of social capital development can be situational as the current study expanded research in this area to a mega sporting event.

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Forty Years of Transformations - Swedish Skateboarding Culture and Organisation

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Aim

The aim of this presentation is to sum up findings from ethnographic and historic data collected for a period of twenty years in order to outline the transformations of skateboarding culture and organisation in Sweden from the 1970's to present day.

Theoretical Background and Literature Review

Skateboarding has a celebrated subversive past claiming heritage from Californian surfers sneaking into emptied backyard swimming pools during summer draught. The (hi)story has been commemorated through the classic movie Dogtown and the Z-boys. Ever since, social resistance has been part and parcel of skateboarding's cultural image (Borden, 2001). Although stemming from subcultural and underground practices, skateboarding has now reached worldwide audiences through X-games. In June this year, the sport's first international conference titled Pushing boarders was held in London. It gathered academic scholars, skateboarders and engaged people from the industry. Moreover, in 2020, skateboarding will be launched as a new sport in the Olympic Games. Skateboarders once opposing the sport industry and nine-five-jobs have transformed from core practitioners to consumers (Dinces, 2011; Dupont, 2014; Lombard, 2010). This depicts a transformation from subculture to a professionalised sport, at least for some and in some places. In Sweden, parallel to these trends, skateboarding contrastingly formed a national federation under the National Sports Confederation (RF) for the first time 2013.

Research Design and Data Analysis

Through four ethnographic projects extending over two decades, and related historical material, this presentation draws from participant observation and multiple empirical materials. Ethnography has the potential to capture "inside" views of everyday life (Atkinson, 2014). The research participants are diverse in terms of age, gender and positions in the field etc. The data includes interviews, photographs and various media in both printed and digital from. It contains both commercial and non-commercial content and spans from the late 1970's until present day. The semi-structured interviews follow thematically structured guides and were conducted face-to-face with snowball samples. For this presentation Stamm and Lamprecht's (1998) model for describing the life cycle of trend sports is used as a starting point for a thematic content analysis over time. The model indicates the interrelation of technological innovation, marketing and socio-cultural factors.

Findings and Discussion

Every stage in Stamm and Lamprecht's (1998) model is characterized by different degrees of commercialisation, as well as diverse types of organisation and various degrees of recognition. The trend sports are also pursued by different groups; in the early stages pioneers and further on by young people in subcultures, followed by athletes in the fourth stage to anybody in the final stage. Confrontation against the established sport organisations and glorification of a presumed authentic past is part of the third stage. This is followed by fashion in mainstream culture as part of the fourth stage.

It is argued that skateboarding in Sweden to some extent has followed this model. Numerous examples point to the fourth stage characterized by maturation and diffusion. For instance it is possible for practitioners to make a living from skateboarding in various ways; skateboarding is popular in mass media; goods are mass produces and skateboarding has been integrated in certain school forms. In short, processes of commercialisation and professionalization are present.

The straight forward processes proposed in the model are however complicated by skateboarding in Sweden since 2013 being formally organized though the National Sports Confederation. Through this organisation some skateboarders are now part and parcel of mainstream sports, however their subcultural ideas persist, not least when it comes to leadership and coaching. This is paradoxically partly challenging the National Sports Confederation in that funding systems are urged to be re-negotiated. Simultaneously, the Swedish skateboarding association opens up activities for inclusion and equality urged by the National Sports Confederation.

Conclusion and Implications

The presentation contributes with new empirical findings on the socio-cultural development of skateboarding in Sweden and beyond, which confirms but also complicates the straight forward model of the life cycle of trend sports. Skateboarding has gone from innovative physical activity recognised by few, to highly commercialised and familiar, but it is also a national association with no commercial profit promoting democratic values.

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Comparing the Practices of US Golf against a Global Model for Integrated Development of Mass and High Performance Sport: Perceptions of Coaches

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Aim
Since the early 1900's the United States dominated both men's and women's Professional Golf Association (PGA) tournament results, but the country has become less successful in the past 30 years due to the rise of European and Asian golfers (Topendsports, 2017). Golf's mass participation rates have decreased in the past 30 years coinciding with overall declines in sport involvement in the US (NSGA, 2016). This study examines the current state of golf against an ideal-type global model for high performance sport development that integrates mass participation (De Bosscher, De Knop, Van Bottenburg & Shibli, 2006; Digel, 2005, Ridpath, 2018). Referencing domestic and global practices particularly from healthy nations successful in golf, the study answers the question: what might be implemented as "best practice" in the US to advance performance and participation structures, processes and programs?

Theoretical Background and Literature Review
Over 200 sources of literature on sport delivery systems from 28 countries were analyzed to construct a model of high performance golf integrated with mass participation, comprising of the following three levels: Micro level (operations, processes, and methodologies for development of individual athletes); Meso level (infrastructures, personnel, and services enabling sport programs); and Macro level (socio-economic, cultural, legislative, and organizational).

A questionnaire of 54 statements reflecting desired practices was validated by 12 international experts, including executives from sport governing bodies, academics who published on high performance and sport development, and golf coaches and administrators.

Research Design and Data Analysis
The questionnaire was delivered online to 2,000 US golf coaches, and 102 surveys were fully completed for a response rate of 5.1 percent. Survey respondents represented twenty-four states of the country covering each of the four major geographic areas in the US golf governance structure. Survey instructions asked respondents to think about current structures and systems of golf in the US and to indicate how often the elements and practices were evident, from "never" (1) to "always" (5), on a five-point Likert Scale. They were also asked to elaborate on their responses through open written comments. A content analysis of USA Golf website and organizational documentation was also conducted.

Results and Discussion
The key message from the study was that sufficient public resources have not been available for development of US golf, particularly at the mass participation level. Respondent results reflected dissatisfaction with current practices as all of the mean scores for each element were

below average. Throughout all seven elements the coaches' open responses demonstrated a desire for more golf facilities and funding as well as educational support for the sport. Open responses indicated that coach expertise should be higher across all participant ages and levels. Most of the results and coaches' recommendations are consistent with the study by Project Play (2017) which aims to improve the lives of children through sport and recreation while stressing the challenge of costs and commitment. The report indicates that programs need to be revitalized by improving the quality and affordability of sport offerings through new places to play, and at the same time supporting improved coaching education.
A shift in focus from elite golfers to less experienced golfers is recommended. All participants should have access to lessons of teaching professionals. Programs and facilities need to be made more affordable and accepting of golfers from all levels. This echoes details from the Project Play (2017) report that challenges schools to open their fields and facilities in evenings, weekends, and summer months, and to overcome the lack of transportation to these facilities. Junior competitions should consider talent level, handicap, and tournament scores to qualify. Progressive practices include New York City's free swimming tournaments among districts for which all desiring youth are prepared at no charge for coaching and facility use. Partnerships with supporting agencies, particularly public funding could be improved. Again, public-private golf partnerships such as the one developed in New York City and outreach programs such as The First Tee should be offered at more locations. Findings from the study suggested working with IMG-type academies in order to allow more financial flexibility and propose programs accepting financial aid recipients. New York City's practice of connecting mass and elite golf through free youth programs could be adopted across different states and countries as well as other sports.

Conclusion and Implications

The study identified exemplary practices, which can be utilized across the country, to provide more affordable facilities and coaching for all, and help reverse negative 30-year trends in performances of US golfers as well as mass golf participation, therefore positively influencing access to the sport and in turn improving the health of the nation. It is debatable, however, whether expectations of a stronger performance of US golfers reaching performance levels from 30 years ago are reasonable considering the commercialization of the game and its increasing world-wide spread and investment.

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The Significant Competence of Coaches and Managers in Developmental Environments in Sports

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Aim

The overall aim of this ongoing project was to study how the pathways from early sport involvement to international elite level is described by Swedish national team athletes. This paper focuses on the sport club environment with the purpose to gain further understanding of (1) how successful environments empirically can be described from an ecological talent development perspective and (2) the importance of sport coaches and their pedagogical content knowledge sport as well as the sport managers and their impact on the development of the sporting environment.

Theoretical Background

Talent development research has mainly focused on individual development, coach-athlete interactions, training programs contents, number of training hours, age of specialisation etc. While contextual factors such as interaction with family, friends, training groups, school etc. very often have been neglected (Storm, 2015). Bronfenbrenner's bio-ecological model of human development (1979) focused on the context and its micro-system, meso-system, and macro-system. Henriksen (2011) transferred Bronfenbrenner's bio-ecological model of human development (1979) to a sport context. Henriksen's ATDE model, "The Athletic Talent Development Environment model", offers a wider understanding of the development process and the significance of the environment for talent development. According to Alfermann & Stambulova (2007) successful talent development environments in sport are defined as *teams or clubs that manage to continually produce top-level athletes on the basis of their junior athlete and provides them with resources for coping with future transitions*. These total resources are, according to Alfermann & Stambulova (2007), significant for the transition to senior elite level and facilitate the step into professional sports. Fahlstrom et al. (2016) identified several common factors of significance for developing of successful elite athletes. These factors were structured into three main themes, (1) Organisation, culture and material resources, (2) Social factors and (3) The sport and pedagogical competences of the coaches. Further Fahlstrom et al. (2016) developed the ATDE model focusing on the micro level i.e. the club, team mates, coaches, managers, school, family, friends, etc. These results and the ecological perspective have served as a theoretical framework for this project focusing on the athlete perspective on the competence of coaches and managers.

Methodology and Data Analysis

The Swedish Sport Confederation (RF) is an umbrella organisation consisting of 71member organisations. Together with representatives from the Swedish Sport Confederation twelve Sport Federations were selected for the study: Athletics, Basketball, Equestrian sports, Floorball, Female and male Football (Soccer), Gymnastics, Handball, Ice Hockey, Martial Arts, Swimming and Tennis. The selection of federations covered different criteria such as team-individual sports, number of members, gender relations, traditional or younger sports etc. One female and one male athlete from each federation (from Football two female and two male athletes) were selected. They were studied through semi-structured interviews, approximately 60 minutes. The interviews were transcribed and analysed using the ATDE model.

Results, Discussion and Implications

The results are now being processed and analysed. Preliminary, the analysis shows the significant importance of competence among coaches and managers. Their competence and approach influence culture, organisation, use of available resources, the composition and interaction of the training groups, development and interaction within the groups of coaches. The long-term success of the sport environment is depending, not only on the competence of the coaches, but on the recruitment and development of the coach team. The results further show that despite the fact that the clubs and academies are governed by the same national, cultural, financial framework as well as international and national rules and regulations, their results are differently successful, as defined by Alfermann & Stambulova (2007). Therefor a developed ecological model will be presented to describe and discuss the significant affectable factors of the development environment.

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Community College vs. NCAA: The Case of a U.S. Women's Tennis Team with no U.S. Players

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Aim
U.S. colleges and universities attract thousands of international student athletes from around the world. Many of these international student athletes compete and play in NCAA Division I, II, or III, NAIA, or NJCAA. The highest division of college athletics is NCAA Division I and in order to be eligible to play division I athletics, one must be in compliance with NCAA amateurism requirements.

In this research study, we will present data on a qualitative exploratory case study in which we observed and interviewed a U.S. community college women's tennis team about their motivations to come to the U.S. to play intercollegiate tennis and obtain a degree. In this presentation, we will examine the motivations of these women to pursue tennis in the U.S. and why they chose to start off playing at a community college over an NCAA institution.

This research study will help coaches, managers, and recruiters to learn more about recruiting and managing international student athletes and the hardships that they may face. Learning how to be proactive in dealing with potential issues may help retention, recruiting, performance, and the overall experience of the international student athlete. In the past, international student athletes such as Enes Kanter have been ruled as ineligible because they did not satisfy the amateurism requirements of the NCAA. Therefore, this study will shed light on the motivating factors for international student athletes who want to come to the U.S. to play their sport and obtain a degree In addition to the obstacles that they may face before, during, and after the recruitment process.

This research will also add onto the scarce literature on women and sport labor migration. Sport labor migration is a reflection of dynamics within our broad social sphere and a microcosm for understanding how politics, economics, and culture are intertwined (Maguire & Stead, 1998). Therefore, only understanding the motivations of men as sport labor migrants might leave one with a skewed perspective on the sport labor migrant's motivations.

Theoretical Background and Literature Review
Transnationalism is the theory that was used for this research study. Transnationalism is characterized by the process that one uses to transcend international borders and how a person's agency to migrate plays a role in their motivation and experiences as migrants (Faist, 2010).

Research Design and Data Analysis:
We employed a qualitative case study methodology (Yin, 2009) where we had in-person interviews and asked a series of questions on why the participants chose to pursue an academic and athletic opportunity in the U.S. Some examples of questions included (these are only a few of the questions):

- ➢ Discuss your decision to pursue a college degree and move to the U.S.

- ➢ Can you discuss why you chose a community college over a 4-year institution to start your degree?
- ➢ What were your options if you decided to stay in your home country, instead of coming to the U.S. to pursue your athletic and academic career?

We interviewed a total of nine players (this was the entire team). All interviews were recorded, transcribed, and then coded for similarities and differences in responses. We were then able to put the codes in a codebook and come up with themes for understanding the motivations of the participants and why they chose to purse an academic and athletic career in the U.S., at the community college level.

Results and Discussion

Findings show that the women who chose to come to the U.S. to pursue their athletic and academic endeavors at the community college level did so because they were unable to fulfill the requirements for a NCAA institution, they were recruited heavily by a coach, and/or they were motivated by their athletic scholarship. In addition, participants had limited knowledge of what it meant to be a student-athlete and even now are trying to figure out how to make it to an NCAA institution after attending a community college. Lastly, participants had many issues adjusting to life in the U.S. Participants had a hard time balancing academics and their sport, and many discussed financial barriers that they faced because they were unable to work in the U.S. due to citizenship restrictions.

Conclusion and Implications

This study will contribute to the limited amount of research on intercollegiate sport labor migrants that venture to the U.S. to pursue an academic degree and play a sport, in addition to shedding light on the motivations of women sport labor migrants. This research will also help educate intercollegiate athletic departments on how to understand and better manage issues surrounding international student athletes in regards to cultural adjustment, recruitment, and eligibility requirements.

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The Moderating Role of Sport Type between Sport Involvement and Quality of Life

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Aim

The researchers have been interested in the social, psychological, environmental, and individual factors that affect the relationship between sports and quality of life (QoL). While different sport types can provide different levels of benefits to different individuals (e.g., team sport: social skills; individual sport: cognitive benefits), the benefits can have different effects on QoL. In addition, psychological involvement in sports with behavioral involvement may directly affect QoL (Sato, Jordan, & Funk, 2014). Despite the importance of sport type and sport involvement for QoL, less attention has been paid to considering these factors together vis-à-vis QoL. This study seeks to explore how sport involvement (e.g., psychological and behavioral) affects QoL, with sport type playing a moderating role.

Literature Review

Sport engagement can directly contribute to QoL (Downward & Rasciute, 2011). Previous studies have shown benefits gained through sports participation, such as physical or mental health and QoL (Hamer, Stamatakis, & Steptoe, 2009). The literature on that topic has proposed two pathways for sports' contribution to QoL (Inoue, Sato, Filo, Du, & Funk, 2017). First, people can improve their own subjective well-being by psychologically engaging in sports (Inoue, Wann, Yoshida, & Nakazawa, 2015). Second, by behaviorally engaging in sports, people can strengthen their own subjective well-being (Pawlowski, Downward, & Rasciute, 2014). Moreover, differences in terms of behaviorally and psychologically engaging in sports can change according to sport type because of the characteristics of each sport (Sciamanna et al., 2017). For example, team sports can further improve social skills and social interaction, while individual sports can boost self-esteem and have cognitive benefits (Taylor, Davies, Wells, Gilbertson, & Tayleur, 2015). Based on the discussion above, we developed the following hypothesis: Sport type will have an important moderating role in the relationship between sport involvement and QoL.

Methodology and Data Analysis

Data were collected using a commercial online market research company (www.suveykorea.com) from 301 residents of six of South Korea's main cities. Sport type was investigated using open-ended questions asking subjects in which sport they most frequently participated in a given week. Based on previous studies (Zhou, Heim, & O'Brien, 2015), we categorized team sports as those that generally have at least three players on each team during play. Individual sports were categorized as sports that had the option of having two players on each team but could be played by one individual competing solo against another individual (e.g., table tennis). According to this procedure, 105 individuals were classified as team-sport participants (seven types of sports), and 196 individuals were classified as individual-sport participants (10 types of sports). More than half of the team sport participants played baseball (35%) or soccer (26%), and the two most common individual sports were swimming (17%) and marathons (15%). The survey featured six items on behavioral involvement (Funk, Beaton, & Pritchard, 2011), nine items on psychological involvement (Beaton, Funk, Ridinger, & Jordan, 2011), and three items on QoL (Kaplanidou

et al., 2013). Demographic factors (e.g., age, gender, residence, income, marital status) were used as covariate variables of QoL.

Results

The reliability and validity of the measures were tested by considering Cronbach's alpha coefficients, AVEs, factor loadings, correlations, and CFA model fit (Hair et al., 2010). The CFA results indicated the model fit the data well (χ^2/df = 44.309/24 = 1.83, $p < .05$, RMSEA = .05, CFI = .97, SRMR = .02). All the measures of Cronbach's alpha coefficients and AVEs indicated good reliability and convergent validity. The unconstrained model was significantly better than the constrained model (i.e., correlation between a pair of latent factors constrained as 1) in all comparisons (ΔS-B χ^2 was 8.93, $p < .05$). The goodness-of-fit statistics indicated that the structural model showed a good fit (χ^2/df = 52.97/26 = 2.03, $p < .05$, RMSEA = .05, CFI = .98, SRMR = .03). Behavioral involvement in sport activity significantly and positively influenced QoL (team sport, $\beta = .71$; individual sport, $\beta = .60$). Psychological involvement only positively influenced QoL in the team sport activity ($\beta = .23$). Hence, the hypothesis was supported.

Discussion

We found that sport type can have an important moderating role within the relationship between sport involvement and QoL. The lack of influence individual sports has on QoL from psychological involvement can be attributed to the heterogeneity among individuals' motives and goals for sport participation. In team sports, an individual's recognized sense of belonging to a team is related to psychosocial health. Therefore, future studies on the relationship between sports involvement and QoL need to consider the sport type. Moreover, the most popular professional sports in Korea are baseball and soccer, and most of this study's participants also appear to participate in either baseball or soccer. Future studies should consider the unique cultural characteristics of each sport and the sports culture of each country.

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Delivering on the Olympic Legacy through Sports Management Education: The Birth of a New Organisation (Practitioner Contribution)

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Aim
To outline the benefits and challenges of establishing a new sports management higher education provider delivering on the London Olympic Park.

Purpose and Background
The London Olympic Park is building a new Cultural and Education District that will be a new home for a major campus for University College London. As part of this legacy, a new private sports management higher education provider is being established to develop the sports management professionals of the future. The purpose of this professional paper is to highlight the benefits and challenges faced in establishing a sports management curriculum and partnership delivered out of the London 2012 facilities.

Design and Implementation
Phase one of the development was the discussion and negotiation of access to the Olympic facilities. There are a number of sports management private higher education providers delivering in major cities around the world such as the Johan Cruff Institute and others in the UK delivering out of iconic venues football venues. There was much enthusiasm from the key stakeholders managing the Olympic Park facilities and the London Mayors office on the establishment of a new sports education provider on the park.

Phase two identifying a partner University. A number of discussions took place with Universities in England who would be interested partnering with the new provider. The benefits to most of the institutions outside London were having a base in the capital and the attraction of being part of the Olympic Legacy.

Phase three developing an innovative sports management curriculum. The new curricula in establishing the new curricula have been established with London Sports employers and focused on the use of technology and employability skills. The Tri-Curriculum encompassing the academic, practical and work ready curricula are at the heart of these developments.

Results Findings and Discussion
Phase One: Facilities.
The challenges here have been the multitude of stakeholders operating across the London Olympic Facilities. The range of different agencies has made the discussion and negotiation process a challenge. However, the major benefit has been the high-level strategic importance of having a sports management education partner delivering out of the Olympic facilities.

Given one of the London 2012 legacy commitments was on education, there has been considerable support for the delivery of sports management programmes out of the Olympic facilities. The London Olympics legacy programme has failed to deliver on its promise to encourage millions of you people to engage in sport and physical activity.

Phase Two: Identifying a University partner.
One of the challenges has been in ensuring a 'fit' between the ethos of the new organisation and that of the university partner. A further challenge has been the need to ensure that there is no competition with the programmes offered by the partner University. There have been considerable lessons learned on getting the right partner in place and the planning that needs to go through this process before approaches are made to particular Universities. The real benefits have been that Universities have been interested in having a conversation about the potential of a partnership once they knew the location was London and secondly making use of the Olympic facilities.

Phase Three: developing an innovative sports management curriculum.
One of the challenges in the establishment of the sports management offer has been both embedding the Tri-Curricula into compulsory modules and convincing the University partner of the distinctive nature of the offering. There are lessons that have been learned from establishing long-term relationships with sports employers as part of the development of the new curricula.

Conclusion and Implications
The key lessons, contribution and implications from this new and innovative development of a new higher education sports management provider operating out of the London 2012 Olympic facilities are:
(i) The are multiple opportunities to leverage the iconic Olympic facilities in identifying an appropriate partner University and attracting partner employers
(ii) Gaining strategic buy from the leaders of the facility stakeholders is key to the success of accessing facilities
(iii) Having a unique curriculum offering such as the Tri-Curriculum is attractive to partner universities as it offers a distinctive feature to the provision and support recruitment

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Context-Specific Relevance of Competencies – A Sport Managers' Perspective

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Aim and Theoretical Background

The concept of competency is used in many societal and organisational settings. For example, business corporations develop distinct core competencies and align their human resource development with concepts of competencies. Furthermore, competencies have become a central part in recent reforms carried out throughout almost all educational systems. In this respect, it seems obvious that employers' demand for labour is associated with specific qualification requirements and expectations of competency. However, previous research has shown that "competencies in real practice are rather context specific" (Chyung, Stepich, & Cox, 2006, p. 308) and there is an indication that different sets or patterns of competencies are considered important in different work environments (Cuskelly & Auld, 1991; Hayes, Rose-Quirie, & Allinson, 2000). Consequently, we keep hold of, "agency setting plays a role with respect to the importance placed on sport management competencies" (Barcelona & Ross, 2004, p. 39). However, recent empirical findings for sports science graduates (Schlesinger, Studer, & Nagel, 2016) indicate that differences regarding the perceived relevance of competencies mainly exist between professionals of the field "sports in schools" and those working in sports-related fields outside of schools or working outside of sports. Hence, the purpose of this paper is to examine, how different sectors of sport — understood as sport managers' fields of employment — are related to specific patterns of competencies. To foster an understanding of the context-specific relevance of competencies, we firstly examine which competencies sport management alumni perceive as relevant related to their current main job. Secondly, we analyse differences in the alumni's assessment of competencies depending on the fields of employment, respondents currently work in.

Research Design and Data Analysis

Our study setting is based on an online survey of alumni graduating from our institute of sports science with a bachelor's and/or master's degree in sport management. We focused on those alumni from the dataset (n=111) who had already entered professional life at the time of data collection. A comparison between the total population of graduates and the sample with regard to "degree", "year of graduation", and "gender" provides evidence that our sample is largely representative with regard to these characteristics. Referring to the concept of competencies already applied in sports-related studies (Schlesinger et al., 2016), respondents had to assess the relevance of these competencies with regard to their current main job (on a scale 1 – not at all to 5 – to a very large extent). In contrast to Schlesinger et al. (2016), we distinguished between the sport managers' fields of employment according to the Vilnius definition of sport (European Commission, 2013), the "core sports sector" (statistical definition of sport), the "upstream sports sector", the "downstream sports sector", and non-sport-related occupations ("outside sports") to identify similarities or differences in the assessment of competencies. In this regard, and also considering socio-demographic factors such as age, gender, and academic degree, analyses of variance and Mann-Whitney-U-tests were conducted.

Results and Implications

Descriptive statistics show that alumni rate 6 of the 11 competencies with a score of at least 4.0 in terms of relevance for their current main job. Communication skills (M=4.83, SD=.42), planning/organisational skills (M=4.72, SD=.62) and team skills (M=4.52, SD=.71) are generally stated to be highly relevant. With regard to fields of employment, only minimal differences can be observed. Nevertheless, significant differences across different sports sectors exist. For example, "sports-specific expertise" and "practical sports skills", both are most pronounced in the "core sports sector". All results of this study as well as their managerial implications are discussed in the full-length paper. The results give hints about patterns of competencies required in different fields of employment. This could be relevant for higher education institutions when developing curricula and programmes of study. Alike, the results could help prospective and actual sport management students to substantiate their studies and professional careers.

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Preparing Undergraduate Students for the Grass Roots of the Sport Management Practice: Sport Club Governance Data as a Proxy for Defining Curricula

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Aim

the aim of contributing to the ongoing discussion about the composition and content of sport management education, this paper offers sport management faculty tools that can be used to assess the practical relevance of curricula in undergraduate sport management programmes. By practical relevance, we refer to the very pragmatic notion of education preparing for common workplace tasks, but importantly also to the potential for sport management education to contribute to a sustainable development of the sport management practice in terms of ethical issues and social responsibilities (Shaw, Wolfe & Frisby, 2011). Building on the 'Tuning' conceptualization of competence (e.g., Kehm, 2010), and drawing on observation data of sport management practice, we address the following research question: "What competencies are needed to a) manage and b) develop sport organizations' operations?'

Theoretical Background and Literature Review

Starting out with Jamieson's (1987) introduction of pedagogical issues to the broader sport management debate, curricular models for sport management education have been discussed in the literature since the late 1980's. The NASPE-NASSM Joint Task Force on Sport Management Curriculum and Accreditation, European standards, the Commission on Sport Management Accreditation, and the creation of the Sport Management Education Journal, has subsequently established sport management education as a scientific field of inquiry of its own. This has further propelled the discussion around a very basic question: how and on what bases should a sport management curriculum be constructed? This study is situated in and seek to contribute to this discussion by drawing on the works of DeLuca and Braunstein-Minkove (2016) and Yiamouyiannis et al. (2013), who have focused particularly on the industry-needs – curriculum nexus. In doing so, we argue that the composition and content of sport management education needs to be based on empirical observations of the sport management practice.

Research Design and Data Analysis

In order to extend the current literature, we argue that actual observations of practitioners' mundane, ordinary activities can complement the subjective views (on appropriate curricula) of industry executives and sport industry professionals (Petersen & Pierce, 2009) in assessing the practical relevance of curricula. Therefore, we rely empirically on video recordings of two Swedish sport clubs' board meetings over the course of one year. The in total 33 hours of video data are used to map the operations of the arguably most common type of sport organization worldwide.

The initial steps of data analysis resulted in a list describing the content of each of the 54 issues that were treated by the two boards. This list was thereafter used as a basis to provide answers to the following analytical questions: What (1) knowledge and understanding, (2)

skills and abilities, and (3) values and attitudes (e.g., Kehm, 2010) are needed to a) manage and b) develop such issues.

Results and Discussion

Ongoing analyses show how the management of a non-profit, voluntary and membership-based sport clubs requires a very broad competence portfolio, spanning from what appears to be the very practical business of arranging the club anniversary to what arguably might be considered to be issues of a more strategic character – the formation of a farm club. At the time of writing the content of the 54 issues discussed during the board meetings of the two clubs is to be put under scrutiny to show what knowledge and understanding, skills and abilities, values and attitudes are required to manage and develop sport organizations' operations.

Conclusions and Implications

At the conference, these results will be discussed in relation to existing curricular models, pointing to potential differences. Making use of the 'grounded' character of our observation data, we will take a critical stance towards prevailing guidelines, recommendations and accreditations and centre our argumentation at the potential evidence of a need of a more practice-based approach to sport management curriculum.

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Sport Management Labour Market: Discrepancies Between Skills Offered by Graduates of an Academic Sport Management Programme and Skills Required by Employers of Sport Managers in Germany

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Introduction

For decades the heterogeneous sport labour market in Germany has been experiencing constant growth and in the course of social change will turn more diversified due to commercialisation and professionalisation and subsequently also through Europeanisation, globalisation and digitalisation (Giulianotti & Robertson, 2007). The principal-agent theory serves as framework for an analysis of the labour market situation. It is assumed that there is a metaphorical contract between the labour market (principal) and higher education (agent) (Jensen & Meckling, 1976). Within the contractual relationship the labour market assigns higher education institutions with the task to train graduates of sport management programmes according to current and future needs of the labour market (Nagel, 2006). The integrative design of academic vocational training requires an intensive analysis of the needs and expectations of the labour market (Arnold, 2015). At the same time a critical analysis is required to find out whether German academic sport management programmes meet labour market needs (Dunkel, Wohlfart & Borchert, subm.). This study focuses on the following key questions:

- What jobs, including related tasks and roles, exist in the sport management labour market?
- What competencies do employers expect from (potential) employees?
- Which positions do graduates of academic sport management programmes aspire?
- Do graduates of academic sport management programmes fulfil competency requirements of employers?

Method

The present study is undertaken in two stages. As a first step, 101 experts working in the German sport management sector participated in a survey conducted from 11/12/2017 until 31/01/2018. The survey was conducted within the ERASMUS+ project *New Age of Sport Management Education in Europe***[1]** to identify skills required by current and future sport managers as well as to compare them with the sport labour market and higher education programmes in the context of Europeanisation. 52 German experts completed the questionnaires (51% response rate). The results were analysed descriptively and exchanged during a partner meeting where they gave rise to controversy. In a second step, the authors designed a second survey for graduates based on the German results. It focuses on career aspirations of students and the skills they acquire during their sport management studies. The written questionnaire will be handed out to all sport management students of Leipzig University who are in the last semester of their studies from 01.05.2018-31.07.2018 (n=70). The results will be analysed descriptively and used to compare, present and interpret skills of graduates and skills required by employers.

Results

The 52 experts (18 % female, 82 % male) who participated in the employers' survey are managers or specialists with managerial tasks and represent typical sectors of (public, private, non-profit) as well as fields of occupation in the sport management labour market. Results show that not only the commercialisation and globalisation of sport will decisively change the fields of work of the respondents but also digitalisation. At the moment most available positions are allocated in social media and project management as well as in e-commerce/sales and public relations. In addition, the experts were asked to rate the importance of certain skills in the future. From a total of 72 skills the following clearly stand out: *digital marketing, networking, decision-making skills, oral communication* and the *ability to work in a team*. In comparison expert knowledge in sport science and more general administrative skills were deemed less important. The results of the second survey are yet to be obtained. Students are asked to evaluate their acquired competencies in the top 20 skills identified in the employers' survey. Expected results indicate that the skills acquired by the students generally match the needs of the labour market. However, especially in terms of future skills requirements, deficits are expected to arise due to the fact that the metaphorical contract between the labour market (principal) and higher education (agent) is incomplete when it comes to matching the training of sport management students and the needs of the labour market. Furthermore, differences in skills acquired by undergraduate and graduate students are expected.

Conclusion

Digitalisation seems to be a force that will shape the German sport labour market in the future. This study also shows that soft skills will be increasingly important for future employees. The comparison of acquired skills of graduates (supply) and labour market needs (demand) indicates discrepancies that seem to be crucial for the future design of sport management programmes at higher education institutions. Arnold (2015) drew attention to the need for democratic legitimisation through evident proof and guidance for higher education institutions. This study shows that a one-dimensional analysis of supply or demand is insufficient. Thus, multidimensional analyses of stakeholders will gain significance in an ever-changing world. In order to reduce existing information asymmetries adequate mechanisms of cooperation between higher education institutions and the labour market are required.

[1] More information on the project is available here: http://ec.europa.eu/programmes/erasmus-plus/projects/eplus-project-details/#project/3e7a9fe8-7338-4a40-8ace-bc739d467a60 (status 29.01.2018).

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“The International Year of Cuba” at Western Kentucky University

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Aim

This is a submission for the Sport Management Education session. My aim for this presentation is to share my experiences regarding steps to internationalize the sport management curriculum at Western Kentucky University. I am currently part of a program called the “International Year Of,” where a different country is selected and highlighted each year at our university. Cuba has been chosen as the country for 2018. The International Year Of (IYO) program is intended to provide the WKU campus and surrounding community with a rich complex sense of place and interconnectedness through a year-long celebration of a single country. Throughout the school year, exploration of and interaction with the country occurs in multiple ways—including, but not limited to: enhanced course work featuring country-specific content, co-curricular activities, research projects, education abroad program offerings, visiting scholars, performers and specialists, new institutional partnerships, campus and community events with a country-specific focus, cultural events, exhibits, and lectures. (https://www.wku.edu/iyo/). Faculty and the programs they represent are selected through an intense application process. This year I was selected to participate in the seminar and the upcoming trip to Cuba representing the sport management program. I will initially spend approximately 2 weeks in Cuba (May 2018) meeting with sport academics, coaches and professionals in Cuba. While a year is spent in celebration of the country, the planning phase and resulting changes are much longer and become embedded in the sport curriculum.
The goals for the program include: engagement in interdisciplinary dialogue centering on the target country/region and discipline, creation of new courses, modules in existing courses, assignments and references as a result of this experience, strengthening of existing or development of new international partnerships for research, teaching, or exchange, and finally the internationalization of the curriculum, especially freshman/sophomore courses. I hope to share my experience, successes and challenges at the conference.

Literature and Background

Study abroad is the main way to promote and increase student knowledge with another country, however, most students, less than 2%, actually travel internationally (Macready & Tucker, 2011). Therefore, for students to benefit from international knowledge faculty must be willing to internationalize the curriculum. Benefits of an international education include political, economic and sociocultural, and are widely accepted in a broad education community (Agnew & Kahn, 2017). This concept is something well understood by sport educators. The globalization of sport is not a new concept. The Olympic Games, World Cup soccer, the Ryder Cup, Cricket competitions, and even NFL games in Europe are just a few examples of the global consumption of sport. The concept known as Internationalization-at-Home (IaH) was actually introduced at Malmo University in the 1990s by Bengt Nilsson. In 2010, de Hann and Sherry implemented a research project/case study using IaH in their respective sport programs. They showed benefits and the applicability to sport management. However, there were challenges based on institutional support and student reactions related to the assignments. I hope to present my experience in IaH as supported by and in conjunction with the IYO program at Western Kentucky University. As part of a multidisciplinary program and an in-country collaboration, this should provide a unique case for exploration and discussion.

Implications

This presentation would benefit sport scholars from around the world with an opportunity to discuss best practices in regards to international aspects of the sport curricula. As this is an ongoing project, with the visit to Cuba in May, and implementation starting in the summer and fall, the presentation will focus on initial insights and programmatic changes. However, the implications of examining sport in the political and socioeconomic context of Cuba should also be appreciated. The international focus in sport management, at least for North American programs, has focused mainly on Europe and Asia. However, sport in the context of communism and socialist nations deserves more attention. Cuba uses the "soft" power of sport both as sport development and sport for development (Huish, Carter & Darnell, 2013). Impacts of the revolution on sport, baseball and relations with the US, and sport tourism will all be considered. It is also a historical time in Cuban history, with a regime change and a Castro no longer in power, all aspects of Cuban life may change, including sport.

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Current State of Research: The Labour Market Of and For Sports Managers in Germany

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Aim

The aim of our contribution is to give an overview about the labour market of sports managers in Germany. While analysing the labour market of the sports branch for sports managers we identified big gaps between the studies about sports management and sports managers. The state of the sports management science can be described that all areas and fields are discussed very well – sports management functions like events, finances, marketing, human resources, ethics, logistics, and others; and athletes or players, and coaches. This may surprise, but the difference between the education of sports managers and their later jobs and careers is obvious. For these reasons the research question extends some studies about the graduates from different German universities.

Theoretical Background and Literature Review

The research about sports labour and sports employment has been conducted for a long time more or less either about sports athletes (see Sloane, 2006; FIFPro, 2016) or about macro-economic data (SpEA, 2012; EUROSTAT, 2018). Some studies exist about sports coaches, but we have less knowledge about the national labour market for sports managers. But they are the „backbone of sports activities“ (Trosien et al., 2017). Labour market data for individual national and international careers of sports managers exist very rarely.

Research Design and Data Analysis

The online-survey was conducted first in 2016 and will end with another wave in 2019. Our first sample consists of academic sports managers, which are members of the Association for sports economists and sports managers in Germany (VSD). But this is only a small segment in the general sports branch. Furthermore, data is presented for the three sports sectors (sports managers in nonprofit-sports-organisations, in forprofit-sports-organisations and in public sports-organisations) and for sports managers working for sports-sponsoring in corporations of other branches. The next step is to extend the research of sports managers to international sports careers. This idea should be achieve by a research collaboration among various European partners which is necessary for this broader scope. This collaboration will be discussed as part of the workshop.

Results and Discussion

In our initial empirical data we find that the sample consists of 80 % male and 20 % female sports managers; additionally, in the sports labour markets there is a high percentage of academic educated sports managers. This is not surprisingly, even not that male sports managers earn more money than female sports managers. Nevertheless, to a great extent all sports managers show a high satisfaction with their jobs. We cannot generalize those findings for more specific target groups such as public sports offices or sports managers working in sports marketing and sponsoring affairs).

Conclusion and Implications

The science about sports employment of and for sports managers is very important because they are responsible for professionalisation of sports athletes, sports events, sports facilities and so on. We have to look forward in researching and comparing international careers of sports managers. A few CEOs in sports corporations, born in other countries, are known, when we look at the sporting goods corporations of Adidas (Kasper Rorsted, a Danish born citizen) or PUMA (Björn Gulden, a Norway born citizen) or the German citizen Wilfried Engelbrecht-Bresges, who is the CEO of the Hongkong Jockey Club for a long time. But these are exceptions, yet. And in the non-profit-sports-organisations we find foreigners in leading positions very seldom. A great number of sports managers are educated and trained in international sports management studies and businesses; what also, are the barriers for hiring them? The future of the labour markets for sports managers is on a good way, but there are very heterogenous requirements and expectations in our globalised (sports) world (WEF, 2016), we should analyse and find recommendations for solving.

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What Advantage Do Student-athletes Expect in Japanese New Graduates Job Market?

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Aim, Background, and Research Question

College athletes get better jobs, compared to non-athletic students. This myth has been investigated in many economic/educational discourses since the mid 1920's until recent days (Tsukahara, 2008; 2011). Traditionally, balancing academic and sport (A/S) ('bunbu-ryodo' in Japanese) has been viewed very important, and that cultural restrain might function to maintain or reinforce the myth that being college athletes helps their 1st job search success, namely Student-Athlete Premium (SAP), in Japanese new graduate job market.
Recently, due to over-supply of educational opportunity by colleges/universities and the growing competitive environment for its management, the student-athletes who especially need systematic supports for both academics and career development have been increasing (Tsukahara, 2008). However, unlike the United States where there is a relatively well-establish tradition of supporting student athletes (e.g., life skills program; academic support; website of NCAA), the current Japanese system offer only limited support (Grant, et al., 2015; Miyata, 2016; College Sport Consortium Kansai, 2018). Understanding their specific needs, consciousness for A/S balance and career development is certainly important as a fundamental research.

The purpose of the current study was to explore the relationship among student-athlete's profile/achievement, their consciousness of A/S balance, and what advantage they expect in the new graduate job market (i.e., SAP).

Literature Review

In our study, we define "student-athlete" as a student who belongs to a sport club that his/her college/university "officially" manages, which means we exclude "circles" or temporary groups that voluntarily play infrequently from our study. Takamine (2010), a survey report on student-athlete's academic/sport life and career [in Japanese], shows that approx. 40% of student-athletes have responded that they haven't known how to study, and also only 10% of them have thought about their career development or have already started preparing after quitting their athlete life. On the other hand, Kanamori (2017) infers from her empirical data that student-athletes should keep A/S balance appropriately so as to develop non-cognitive skills for life-long success after graduation. Although these articles help us understand the current difficulty faced by student-athletes generally, we are unable to recognize what segments of them do hope to be supported, nor what kind of support system is seriously needed for their employment. Therefore, this study attempts to describe the tendency of Japanese college-athletes' expectations for SAP as well as their consciousness of A/S balance, by relating to their profiles and achievement such as college/university's prestige, academic level at the college/university they belong to, admission selection methods, and best sport performance during their college days.

Methodology

We conducted questionnaire survey for 3,556 student-athletes who have come to joint job fairs or events held 6 times during this spring (from the end of January until the middle of March) by Athlete Planning Co., Ltd., which has supported student-athlete career development as a prior business for over a decade in Japan. After data cleaning, 1,299 student-athletes engaged in team sport (male: 929; female: 370) became subject to statistical analysis. First a factor analysis has been executed to find factors lying behind the college athlete's expectation for SAP, so that we gained 3 factors as follows: the 'Social Network' factor (introduction by OB/OG, coach, etc.), the 'Competency' factor (leadership, followership, time-management, goal-setting, etc.), and the 'Environment' factor (eligibility for using career support systems customized especially for student-athletes, etc.). Then, regression analyses for each factor score have been carried out to reveal a structure forming the student-athletes' expectation for SAP from the their profile and achievement (college/university's prestige; admission selection method; academic level; sport performance level) and the consciousness of A/S balance in Japanese new graduate job market. Japan is a highly gendered society, especially in this research's context such as new graduate's labor market and college's/university's official sport club membership, so our data was also analyzed by gender.

Results, Discussion and Conclusions

The main results were as follows: 1) the variables associated with expectation for SAP were significantly different by gender; 2) for male, those who passed the entrance examination based on their athletic skills and whose A/S balance were biased to sport expected their SAP more in terms of Social Network and Environment, but NOT Competency; 3) for female, we couldn't find any variables related to their expectations for SAP. Summarizing the above, sport-oriented male students expect more to their SAP than the females. Japanese intercollegiate sport system might NOT be elaborated for student-athletes to value exquisite A/S balance and to behave enhancing their own competency through their well A/S balanced college days.

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Exploring the Emergence of Sport and Entertainment Academic Programs and Examining the Commonalities and Differences

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Aim

The aim of this Sport Management Education presentation is to examine the curricular trend of broadening the scope of sport management programs to become sport and entertainment management academic programs. Specifically, the research questions this investigation seeks to answer are: (1) which academic programs have incorporated this expansion of focus; (2) what are the commonalities and differences between existing sport management and entertainment management programs and programs incorporating this expansion of focus and; and (3) what are the potential advantages and/or challenges to incorporating this broadened model.

Background

The academic discipline of sport management has evolved from a unique group of niche course offerings to a powerful and influential discipline of study. From its early beginnings, the sport management discipline has experienced rapid growth in the university setting. Today, a large number of well-established and notable undergraduate programs exist in the United States, Europe, Australia and Asia. Additional programs can be found around the globe and new programs are constantly emerging. While the original curricular offerings varied across programs, current academic standards are more consistent as a result of the development of professional organizations designed to encourage academic consistency and to encourage academic collaboration. The North American Society of Sport Management (NASSM) was established in 1986, The European Association of Sport Management (EASM) in 1993 and the Sport Management Association of Australia and New Zealand (SMAANZ) was founded in 1995. In recent years the Asian Association of Sport Management (AASM) in 2002, the African Sport Management Association (ASMA) in 2010, and the Asociación Latinoamericana de Gerencia Deportiva (ALGEDE) in 2009have been organized. Recently the World Association of Sport Management (WASM) held its first meeting in 2012 as a central organization for all sport management academic organizations (Baker, et al, 2017). In each organization, the formal name given to the disciplines shows a similar path of development. Initially, sport management academic programs were referred to as Sport Administration programs but evolved over time to Sport Management as the preferred discipline title (Gillentine, Crow & Harris, 2015). A growing trend among Sport Management programs has been the formal inclusion of entertainment management as a corresponding discipline. Several programs have changed the name of the programs and/or departments to include Entertainment Management. The University of South Carolina was the first U.S. program to formally change its name to Sport and Entertainment Management in 2003 (Gillentine, 2012). Today several programs in the United States have followed this trend to include entertainment in their names and course offerings. While the study of entertainment management is not new, its recent growth and rapid expansion has highlighted the demand for the academic study of this industry. Prior to the current trend, many of the existing programs focused specifically on the music industry and more specifically on the performance and music production. Developing programs are placing greater emphasis on business management skills, rather than music performance and production. Also included in this broader view of entertainment management is Arts Management commonly referred to

outside the United States as Cultural Management. This specifically encompasses the overall management of theatre, live events and venues. An additional area of inclusion within the entertainment component is the academic study of non-profit organization management, or Non-Governmental Organizations (NGOs). This area of emphasis encompasses not only the entertainment industry but also the development of non-profit organizations, or NGOs in the sport industry.

Methodology

Information for this study was collected from international organizations web sites and from individual universities' web-based academic program information. Trained coding researchers, examined the curricular materials in order to identify and compare the curricular requirements of sport and entertainment management programs with those of entertainment management programs. Further examination will attempt to identify unique features and/or terminology utilized in different countries in order to compare such areas of study from a global perspective. Additionally, interviews will be conducted with sport and entertainment program directors in order to gain further insight and perspective into this trend.
Conclusion, contribution and implications:

The purpose of this presentation is to examine a current trend towards combining sport and entertainment management academic curricular components, and to explore the potential benefits of such curricular changes. The study will pinpoint programs incorporating this focus and identify and examine the commonalties and differences that may exist between the academic demands and industry expectations. The results of this investigation could lead to greater insight regarding the continued merging of the sport and entertainment curricular offerings. This broadening of academic vision and thought may lead to the identification of additional areas of study that may enhance students' success in the industries. It may also benefit students and industries by infusing different thoughts and points of view to the academic development of programs.

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International Experience as a Career Development Factor for Football Managers in Poland

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Aim

The research on labour market for sports managers in Poland is very limited. Still, the on-going processes of professionalization, commercialization, and internationalization of the Polish sports call for more focus on the development of competencies and career paths of people who are in charge of the industry. One of the most under-researched issues of career development of the Polish sport managers is their internationalization. Therefore, this research aims to evaluate the role of foreign experience in sport management (volunteering, internships, jobs) for the carriers of football managers in Poland. The research is focused on football, as this is the most commercialized and professionalized sport in Poland.

Theoretical Background and Literature Review

Despite almost 30 years of Polish political and economic transformation, the transition of the sport system is not accomplished (Starakiewicz & Kubów, 2014). There are still many sport organisations and federations run by people used to socialist conditions who have difficulty in finding their way in a new reality with limited public subventions, and rising alternatives to sport participation (Gulan, 2012). They are rather sport activists than sport managers. The emergence of sport manager profession is only progressive in Poland, as is the development of the university curriculums for them (Chelmecki & Zysko, 2008), and academic research on their role in sport organisations (Seweryniak & Stosik, 2013) or competencies needed (Gulan, 2012). The only research on the career path of sport managers in Poland concerns uniquely the entry to the profession (Gulan 2012).

However, the lack of research on international experience on career paths of sport managers is not only the Polish characteristics. Still, human capital theory predicts that in general international experience generates valuable learning with a positive impact on employee's careers (Benson & Pattie, 2008). And even though more research is needed to strongly affirm this claim, some studies find a clear positive correlation (ex. Suutari, Brewster, Makela, Dickmann, & Tornikoski, 2018).

Research Design and Data Analysis

Research process consists of two stages. First, an analysis of Polish football managers' career paths in their profiles available on LinkedIn (international online professional network site), and Goldenline (a Polish equivalent of LinkedIn) is done to estimate the scale and forms of the phenomena, and to identify managers with international experience. In the second stage, semi-structured interviews are conducted with 10 of them. A multi-case study is chosen as the research is exploratory in nature.

Results and Discussion

The research is not completed yet. The full results will be available by the time of the conference. The initial findings indicate a very small scale of international experience of Polish football managers, and a subjective importance of this experience for competency development of those few managers. Yet, they don't consider this advantage decisive for their past or current employment. This may be explained by a low openness of the community,

where the key is the social capital. However, the decreasing unemployment and fast developing economy are changing the labour market situation also in the sport industry, which is observed in growing number of public job announcements in professional football in the last two years. This phenomenon increases chances of a more competency-based recruitment process, and thus a foreign work experience may get more valuable for employers in future.

Conclusion and Implications

Given the expected further professionalization and financial growth of Polish football, there is an obvious need for knowledge and competency transfer into the sector from abroad. As there is hardly any presence of foreign football managers in Poland, international experience of Polish managers appears to be a valuable solution to this end. Still, at presence, this experience seems to be of more value for managers themselves than for their employers. An envisioned practical contribution of this study is to highlight the benefits of international work experience to the development of professional football in Poland and to determine the types of foreign experiences particularly relevant in the market for football sport managers. The research contribution of the study is to verify the potential of the applied research design for a larger scale multisport and/or multinational study.

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Broader, New and Critical Aspects of Sport Management

Review Track Chair: Bo Carlsson

Sport Sponsorship as Engagement Platform

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Aim

Sponsorship is a major communication tool for companies and has paramount importance in financing clubs or events in sport. Corporate objectives for sport sponsorship from practitioners' viewpoints indicate that relationships to other stakeholders (i.e. employees, opinion leaders or other sponsors) gain in importance (Nielsen Sports, 2017). This development is also recognized in sport management literature as perspectives of sponsorship change to an interaction approach (Ryan & Fahy, 2012, p. 1145). In order to understand interactions that exceed a dyadic relationship between sponsor and sponsee to a broader network of actors, we conduct a study that investigates sport sponsorship as engagement platform. Therefore, we try to answer the question how relationships among sponsors can be described, what contributions are made by sponsors on the sponsee's platform and how these contributions generate benefit to others.

Theoretical Background and Literature Review

Sport events are regarded as platforms where actors collaborate in a service-for-service exchange (Woratschek, Horbel & Popp, 2014, p. 20). Within that platform special relationships occur in sponsorship networks. The relationship approach of sport sponsorship considers alliances of sponsor and sponsee as part of the interaction where resources are exchanged (Demir & Söderman, 2015, p. 276). Expanding this dyadic perspective to a broader business network also means taking more actors into account. These actors are other sponsors, their customers and employees, media, politicians and also further. The sport event hosting institution or sport clubs thereby represents a mediator for the set of nodes and a set of ties representing relations in the business network (Brass et al., 2004, p. 795). Consequently it serves as provider for an engagement platform that is defined as "[…] or virtual touch points designed to provide structural support for the exchange and integration of resources, and thereby co-creation of value between actors […]" (Breidbach, Brodie & Hollebeek, 2014, p. 594). In this paper we follow the definition of engagement as behavior by van Doorn et al. (2010). This implies that sponsor engagement, how we consider it, is driven by sponsors' motivation to integrate resources. Networks not only occur in hospitality areas or partner events but also in an online context where sponsors interact on social media channels. We define sponsor engagement as integration of sponsors' resources into a sponsee's network. Furthermore, we define the sponsee's network enabling infrastructure as engagement platform.

Research Design

In order to get answers to the three research questions above we conduct an empirical qualitative study using the Delphi method. Subsequently, a three-staged process will be used to gather insights into business networks with 60 experts from sport sponsorship. In the first

round semi structured interviews will be gathered and analyzed qualitatively. For the second and third round data is edited accordingly with structured results. Experts of the first round provide feedback on edited data to validate results of previous rounds. Experts are divided into four categories of sponsors using a global or regional platform and sponsees using a global or a regional platform.

Results

The first round of the three-stated Delphi study is executed, second and third round will be finished July 2018. The study will give insights into sponsors' and sponsees' engagement practices. To make an example, a sponsor in the first round engaged beyond the contract agreements by providing wind tunnels to improve performance of a sailing team. Another sponsor could generate business contracts by activating sponsee's network. Results of the first round show that we can expect insights in relationships exceeding a dyadic relationship between a sponsor and a sponsee. We describe relationships among sponsors and sponsees, their contributions and how these contributions generate benefit to others on that engagement platform.

The empirical results contribute to a broader understanding of sport sponsorship as engagement platform, a perspective that is considered underdeveloped in the discourse about sport sponsorship (Ryan & Fahy, 2012, p. 1146).

Implications

Given the importance of business interaction in sport sponsorship networks, it is essential to be aware that sport sponsorship value is derived beyond a dyadic relationship. If sport sponsorship is regarded as an engagement platform business, sport managers do not only focus on the exchange of financial or in kind performance for provision of sponsorship rights, they can better explore value capture of sponsorship engagement. On one hand, this enables sponsors to derive better strategies. On the other hand, sponsees can strive for additional monetary and non-monetary value, by deeper understanding their role as provider of a platform business.

Sport managers better know how to attract resource-integrating actors and develop a business network that is valuable to existing partners as well as for potential new ones. Therefore, they necessarily need to understand the connections in their network. From there on, they can build on the interactive engagement patterns and demands of actors.

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Football Fans' Perceptions on Video Assistant Refereeing

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Aim

Introduced in 2016 after a long debate among FIFA bodies about the use of decision-aid technology, Video Assistant Refereeing (VAR) is likely to impact the game of football for years to come and as a consequence its fans. However, no academic study has yet investigated fans' perceptions of VAR as an element contributing or affecting their satisfaction. Only limited research has been conducted on the use of decision-aid technology in football (Surujlal & Jordaan, 2013; Winand & Fergusson, 2016), and debate is growing on the benefits and detriments of VAR for football (Winand, 2016), that include greater fairness and accuracy for referee's decisions but by slowing down the game and risk removing excitement and passion of debating. This paper aims to investigate football fans' perceptions of VAR, and particularly whether and why fans are (dis)satisfied with VAR?

Theoretical Background

According to social identity theory (Tajfel & Turner, 1979), individuals relate to groups to which they identify themselves. Football fans identify to a sport team they support and their level of identification and emotional attachment to the team (Haynes, 1995) can explain their action and commitment to ensure their team best interest (Brickson, 2000). Depending on their level of identification, fans may have different expectations for a particular game. The Sport Spectator Identification Scale developed by Wann and Branscombe (1993) is used to identify three groups of fans – low, moderate and highly identified, and has been used to investigate fans' identification as a predictor of their satisfaction (Van Leeuwen, Quick & Daniel, 2002). Fan satisfaction at games is closely linked to winning/losing and the satisfaction with core services, such as the game atmosphere. The introduction of technology in sport may affect such satisfaction and game atmosphere (Collins, 2010). Analysing Goal-Line Technology (GLT), Winand and Fergusson (2016) demonstrated that highly identified fans have lower satisfaction compared to moderate fans with regards to the introduction of future decision-aid technology. The authors identified enjoyment from debating contentious game decisions as a key predictor of dissatisfaction towards GLT. Decision-aid technology may remove fan's excitement from debating controversial decisions. Argumentative theory (Mercier & Sperber, 2011) explains elements of reasoning so that individuals aims to convince others in interactive context, and they produce arguments that support their own beliefs or actions. This could help explain the way football fans interact and reason with regards to game outcomes and contentious decisions, with decision aid-technology in sport potentially impacting their argumentative opportunities. The following assumptions are made that (1) fans with higher identification to their team are significantly more dissatisfied with VAR, (2) fans who enjoy debating contentious decisions are significantly less satisfied with VAR and (3) fans with positive attitude towards decision-aid technology in sport are more satisfied with VAR.

Research Design

An online questionnaire using Bristol Online Survey Tool was first distributed in February-March 2017 on German and British football fan's forums and a second time in October-November 2017 to eliminate the non-response bias. Background information (e.g. age and

gender) was collected and fan identification scale (6 items), enjoyment from debate (6 items), attitude towards decision-aid technology (4 items) and satisfaction towards VAR (6 items) were measured through a 7pt Likert scale from 1=totally disagree to 7=totally agree. Using IBM SPSS 19, factor analyses were used to extract reliable scales for data analysis, validated by Cronbach's alpha (>.7). Correlational analysis, one-way ANOVA, hierarchical regression analysis and mediation model using PROCESS add on for SPSS (Hayes, 2013) where used to analyse relationships between variables. A total of 320 respondents completed the survey.

Results and Discussion

On average, respondents were satisfied with VAR (M=4.36, SD=1.45), they enjoyed debating contentious decisions (M=4.82, SD=1.19) and had a positive attitude towards the use of decision-aid technology in sport (M=5.58, SD=.94). Results showed highly identified fans were significantly less satisfied with VAR compared to moderate fans. Debate seems important to fans and is significantly related to lower satisfaction towards VAR. Mediation analysis also revealed fans with higher identification to their team significantly enjoy debating contentious game events more, which lead them to a less positive attitude towards decision aid-technology ultimately making them more dissatisfied with VAR. Using social identity and argumentative theories, it is suggested that highly identified football fans who argue to convince others based on their emotional attachment to their team perceive to be refrained by VAR to find arguments supporting their views. Decision-aid technology such as VAR may partially remove the possibility for fans to build up strong(er) arguments in favour of their team.

Conclusion

Fan identification to their team is an important predictor of satisfaction towards decision-aid technology such as VAR. The present study contributes to reveal a new important variable for game atmosphere that is enjoyment from debate which is threaten by the growing use of decision-aid technology in sport.

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Supporting Startups Within A Sport Entrepreneurial Eco System

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Aim

The interest of sport managers and academics in the combination of sport and entrepreneurship is growing (Ratten, 2012). Next to entrepreneurship in sport (in which practicing sports is a leading activity in the supply of product and services), entrepreneurship with sport (sports is a supporting element in the supply of product and services), entrepreneurship for sport (in which sport is an objective that the organisation will facilitate/optimize) a new category is emphasised: entrepreneurship through sport (sport functions as a catalyst to support and make activities of entrepreneurs possible). The last category is going to play a more important role in the world of sports, especially for professional sport organisations. In order to pay more attention to entrepreneurship through sport the following research question was formulated: What role does sport play in a cooperative partnership, with a professional sport organisation as a platform, to support entrepreneurial activities aiming to create multiple-values?

Theory

The development of sports as a social phenomenon is linked to the shift in economic development from ego to eco (Scharmer & Kaufer, 2013). One of the most important aspects in this shift is the development of cooperative partnerships. A cooperative partnership consists of a professional sport organisation together with its business club partners and startup organisations. Such a partnership can lead to a sport entrepreneurial ecosystem (SEES) that impacts i) each individual organisation, ii) the cooperative partnership/SEES and iii) the region.

The theoretical framework of this research was constructed by combining an entrepreneurial model based on the system theory (Groen, 2005) and a more dynamic cooperating entrepreneurial process model (Stam, 2015). Based on this framework, some essential characteristics of an SEES are described, including the role of sports. With empirical findings from an embedded case study, these characteristics are verified and enriched.

Research Design

The case study involved the professional sport organisation Donar. Donar is a professional basketball organisation in Groningen (NL). The team is playing in the European Cup competition and is the current Dutch-national champion. Donar, together with its business club partners and several startup organisations, has formed the Donar Start Up Assist (DSUA) to boost entrepreneurial power in individual organisations, the cooperative partnership/SEES and region. This case study consists of a longitudinal study of a one-year period with a mixed-method approach with participants that include the professional basketball club, business club partners and startup organisations.

Results

The cooperative partnership/SEES in the case study led to entrepreneurial processes and the creation of several multiple values including economic, social and sustainable values at the different levels. The role of sport in this SEES is identified in the following functions:

- ➢ The experience function: sport makes connecting with people easier. By sharing sport experiences in conversation, the contact can go broader to extend to business;
- ➢ The identification function: by linking performances of the professional sport and everything that goes along with the people involved, a sense of commitment exists, that creates a strong connection to one and another;
- ➢ The reference function: organisations want to supply and cooperate with a professional sport organisation. Involvement with the professional sport organisation provides other external organisations confidence in that involved organisation;
- ➢ The metaphor function: sport is used as a metaphor for managing and operating a company or business in general which leads to recognition in, for example, processes and challenges and creates understanding for each other;
- ➢ The test-playing field function: in and around sport organisations with a culture of winning or/and losing and mutual dependence, an organisation can test prototypes of products, services or other innovations. The setting provides good feedback and criticism to improve different innovations.

Conclusion and Implication

Based on the findings, a contribution will be possible to professionalism of SEES' and educational sport management programs that support entrepreneurship through sport. Some specific knowledge and skills are required for these kind of systemic innovations. Awareness and knowing how to manage the functions of sport are useful in these processes. In addition to sport and business knowledge and skills, entrepreneurship through sport and SEES' requires hospitality skills of sport professionals. Effective hospitality accommodates partners and brings together the several interests of individuals, the SEES, and the region.

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Does Corruption in Sport Corrode Social Capital?

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Aim
Supported by a wealth of research, current UK government policy emphasises the important role of sport in delivering social outcomes. Participating and experiencing live sport is considered to be a priority, since 'the evidence for sport's impact on building social capital […] is well-established', while the intention 'to drive the commercialisation of sports' forward in order for engagement with sport to increase is also highlighted in the Sporting Future policy (HM Goverment, 2015:72). What is not considered in the current policy are the logically plausible adverse effects that would follow when sport is shown to be corrupt and lack integrity. If sport is considered to be an instrument for building social capital and teaching morality, then does corruption in sport corrode social capital? This research aims to answer this question by investigating the effects of sport corruption in social capital in the UK.

Theoretical Background and Literature Review
In discussions of public policy, corruption is considered to be the cause of political instability, economic underdevelopment, low administrative efficiency and poor governance world-wide (Ko & Samajdar, 2010). At the same time, corruption is not only an economic phenomenon, but a societal and moral one that can have significant sociological and psychological effects (Judge et al., 2011). As Gächter and Schulz (2016) argue, corruption can in fact compromise individual intrinsic honesty that is crucial for the smooth functioning of society. As such corruption is increasingly analysed in sport (Maennig, 2005). From individual club corruption (e.g. match-fixing scandal in Greece, Italy, Turkey, etc), to federation-wide corruption (e.g. scandals in the IOC and FIFA), the integrity of sport in general is often brought into question (Maennig, 2005). However, the effects these incidents might have on social capital, and thus people's trust and propensity to volunteer or participate in sport have yet to be explored.

Methodology and Data Analysis
Taking into consideration that perceptions of corruption differ depending on their perceived severity (Heidenheimer, 2002), three recent cases of corruption in UK sport of varying severity (or greyness according to Heidenheimer, 2002) were selected to be used as instrumental case studies for this research, following a pilot testing of how they are perceived. An experimental design was designed and tested through pilot focus groups, which allowed for the identification of any effects from exposure to corruption on participants' feelings of trust and propensity to volunteer and be involved in sport. The questions asked during the focus groups incorporated noted determinants of social capital in the literature, and measures of social capital suggested by the Office of National Statistics. After the participants were questioned on social capital, they were presented with the case studies selected, and finally were asked the same social capital questions again in order for any changes in their answers to be identified. 18 focus groups were conducted (six for each case study) with English nationals (using a criterion sampling method) with an average of six participants per group, in order for in-depth discussions to be conducted on the sport corruption incidents and their effects. The focus groups took place between February and April 2018. Upon completion, all focus group recordings were transcribed in order for the thematic analysis to begin.

Results and Discussion

Manual thematic analysis of the data has begun and is expected to be completed by the end of May. Initial themes have been already identified, suggesting that while people's involvement in sport, through active participation or spectatorship, does not change, both their trust towards sport and inclination to volunteer is altered after their exposure to a case of corruption in sport. In particular, their trust towards not only a particular sport, but sport in general decreases significantly, depending on the perceived severity of the case of corruption presented. Interestingly, the opposite applies on their propensity to volunteer, with more individuals being inclined to volunteer following their exposure to a case of corruption in sport.

Conclusions and Implications

While the implications and contributions of this research will become clearer after the data analysis has been completed, the effects of sport corruption in people's trust appear to be significant. Exposure to corruption seems to result in a change of sentiment towards sport, from being perceived as a vehicle for positive social change to being indicative of a broader corrupt society. An interesting initial result also suggests that whilst feelings of trust towards others decrease, this stimulates some individuals to raise their expression of wishing to volunteer in order to protect the sport and its participants.

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The Roles, Tasks and Competencies of European Career Support Providers (CSP's) Within Professional Football

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Aim

The general objective of this study is to develop a broader understanding of how European career support providers may successfully support and guide professional football players with regard to a dual career, a balance between the life within and outside the football game and the transition into a post-football career. To this end, the specific objectives of this research are (a) to gain insight in the specific roles and tasks of a career support provider within European football and (b) to gain insight in the required competencies to fulfil those specific roles and tasks.

Theoretical Background and Literature Review

Athletic career literature emphasizes the possible advantages of exploring different life domains and having a dual career to prepare for the transition towards the post-athletic career (Stambulova, Alfermann, Statler, & Côté, 2009). This development outside of the sport appears to reduce the chances of experiencing difficulties upon retirement, and is linked with health-related benefits, developmental benefits, social benefits and enhanced future employment prospects (Park, Lavallee, & Tod, 2013). In the context of those possible advantages, it is necessary to consider whether the environment of professional athletes (including professional career suppport), is adequately adjusted to support their development as a 'whole person' (Wylleman & Lavallee, 2004). Although there is growing amount of knowledge and expertise on dual and post-athletic careers of professional players, the topic of career support providers in professional football remains under researched.

Research Design and Data Analysis

To develop a broader understanding of how European career support providers may successfully support and guide professional football players in pursuing a holistic development, the researchers used semi-structured interviews. After acquiring ethical approval, 15 participants, consisting of expert career support providers within the field of European football, were involved. Using deductive thematic content analysis (Braun & Clarke, 2006), the first specific objective was achieved by categorising the specific roles and tasks of a career support provider into the different levels of the Holistic Athletic Career (HAC) model (i.e. athletic, psychological, psychosocial, academic/vocational and financial) (Wylleman & Rosier, 2016). To achieve the second specific objective of the study, competencies were categorized into the underlying attributes of a person (i.e. skills, attitudes, knowledge and experiences) (Roe, 2002). Within both of the specific objectives themes within the deductive categories were inductively identified (Braun & Clarke, 2006).

Results and Discussion

Preliminary results revealed that career support providers have different roles and tasks depending on the level of the HAC model. Despite the fact that CSP's should not be involved in the development of players on the athletic level, it's of great importance that CSP's recognize that priority most of the times is placed on football performance. The main roles and tasks of CSP's can be found on the academic and vocational level in guiding players to

pursue a successful dual career and to prepare for a purposeful post-football career. When it comes to the financial, psychosocial and psychological level, the roles and tasks of CSP's are mainly focused on signposting the players to relevant others. In executing the tasks and roles within the different levels of the HAC model, CSP's require a broad area of knowledge, skills, attitudes and experiences. Knowledge relates mainly to sufficient cognition of the football environment, legal, financial and mental wellbeing aspects. With regard to the skills a CSP need, four themes were identified: psychological skills, communication skills, organisation skills and cooperation skills. Attitudes mainly reflect professionalism aspects. Finally, experiences are mainly situated in life experience factors. During the presentation more detailed research data will be presented.

Conclusion and Implications

Current research aimed at developing a broader understanding of the roles, tasks and competencies of CSP's in guiding football players within European professional football. To optimize the holistic development of professional football players, support services should be knowledgeable about the roles and competencies they are expected to fulfil and to possess. Therefore, this research can be a crucial element for career support providers in order to enhance professional football players' holistic development within as well as outside and beyond the game of football. Based on the findings of the current research, future studies could focus on the development and validation of a quantitative competency framework for CSP's in European professional football.

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Can We Fix the Match-Fixing Problem? – An Agent-Based Analysis

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Aim
Our research deals with the implementation of a computer program using the technique of Agent-Based Modelling that simulates the background proceedings of match fixing as an approach to detect and analyse different factors that are influencing the match fixing decision. The overall goal of the simulation is to deliver recommendations for action to more effectively fight the problem.

Theoretical Background and Literature Review
Match fixing has existed for decades, resulting in collapsed football leagues (Hill, 2010), allegations of widespread match fixing in tennis (Cox, 2016) and a variety of global scandals risking the integrity of sports and society. However, despite being aware of the issue, the proceedings surrounding illegal gambling and corruption in sports, as well as the extent to which matches are fixed, remain relatively unknown. While athletes play a key role on the pitch, deliberately manipulating the outcome of a match, Hill (2010) mentions the existence of large illegal gambling networks that offer bribes to athletes, officials or referees in order to get them to fix a match, where money appears to be the main motivation for all involved parties (Hill, 2009; Deutscher, Dimant & Humphreys, 2017). High-ranked sports institutions are actively fighting the seemingly increasing phenomenon of match fixing and seeking to safeguard the integrity of sports and prevent corruption, resulting in three key parties that we determine as most relevant and that are involved in the proceedings surrounding corruption in sports: athletes, a gambling mafia and a control authority.

Research Design and Data Analysis
For the first time, we introduce the technique of computer simulation via Agent-Based Modelling as a way to develop more efficient strategies in the fight against match fixing. An Agent-Based Model (ABM) is a computer program in which an artificial model of a real-world system is created. On the micro-level, heterogeneous agents with diverse characteristics interact with each other and their environment with the overall goal of forming the patterns seen in the real world and then drawing conclusions from such interaction (Hamill & Gilbert, 2015), which, on the macro-level, leads to an emergent system of interactions that cannot be derived directly from the decision algorithms of the individual athletes (Epstein, 1999). Our multi-period match fixing ABM is designed for sports in which participants compete as individuals rather than in teams, such as tennis, and simulates the interactions of the three above mentioned objectives, namely (i) Athletes, (ii) a Gambling Mafia, and (iii) a Control-Authority. Athletes are assigned to one of three Behavioural Types with distinct decision criteria that influence their match fixing decision. Athletes are therefore classed as one of 'rational', using a utility function to make a decision; 'social', where the decision is based on behaviour patterns in the respective social network; or 'ethical', strictly following the rules and consistently refusing to participate in match fixing. In every period, pairs of athletes compete against each other and create a competition result. The Control Authority sets a win bonus for those competitions as well as fines and bans for those convicted of match fixing. Furthermore, the Control Authority investigates a specific number of competitions in every period, leading to fines and bans when athletes are detected fixing matches. The Gambling

Mafia tries to gain economic advantage through illegally manipulating the competition. They target specific athletes and offer a bribe to get them to fix a match.

Results and Discussion

During the analysis, a simulation was run over 100 periods with changing circumstances and altered variable values, with the goal of seeing the respective outcome in the behavioural types' specific match fixing decisions when key attributes are modified. The analysis showed that the Gambling Mafia has the power to dramatically influence the match fixing decisions of the rational type, which also has network effects and thus affects the social type. The Control Authority has the option to counteract that effect by introducing a higher Win Bonus or setting a higher Ban for those detected. Both measurements resulted in a drop in the number of athletes participating in match fixing, even though that effect appears to decrease if the Bribe offered by the Gambling Mafia is high enough. Interestingly, a one-time Fine, impartial of its amount, did not have a significant influence. Furthermore, the Control Authority appears to be able to achieve a higher detection rate, but only with significantly greater effort.

Conclusion and Implications

In general, the analysis emphasized the importance of educating athletes and actively undertaking prevention efforts. The goal of our research is to refine the simulation model in the future and thus create a computer simulation as close to reality as possible, which, in the long term, allows recommendations for actions to sustainably fight match fixing in sports.

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Insight, Critique and Transformative Redefinition: Making Sense of Sport-based Intervention Programmes Through the Lens of Critical Management

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Aim
This paper interrogates the process and outcomes of a sport for Development programme in the south of England using a critical management studies (CMS) approach as its analytical lens. The significance of this paper lies in the retrospective application of CMS and the emergence of particular tensions, dilemmas and controversies that have implications for policy making and programme design in the context of sport management. Specifically, this paper clarifies how established frameworks for managing sport development programmes are subject to power, control and domination through relative policy contexts and technologies of practice.

Objectives:
To establish how a specific sport development programme can challenge dominant approaches to management and control
To clarify and challenge neoliberal technologies as organising concepts in the management of sport projects
To establish how transformation can be achieved through managing sport differently

Theoretical Background
Despite Frisby's (2005) call for more critical sport management research, there still appears to be a general lack of engagement with this field of research. Critical management in this regard may be problematic as it requires individuals to refocus (Knoppers, 2015) on what it is to manage and how we might think of management. Recent research has moved away from dominant instrumental and managerialist approaches (Alvesson & Spicer, 2012) to more sociologically infused approaches. Knoppers (2015), for example, has argued that sport management scholars can usefully adopt a sociological lens as a means to develop a 'critical reflexivity' in the study of power and social inequalities in sport management. It is in this spirit that we invoke the key elements of critical social theory, namely insight and critique and transformative redefinition in our analysis (Frisby, 2005).

Critical Management Studies (CMS) is an umbrella research orientation which embraces various theoretical traditions including anarchism, critical theory, feminism, Marxism, post-structuralism, postmodernism, post-colonialism and psychoanalysis. In this respect it represents a pluralistic, multidisciplinary field. CMS is often associated with business/management schools, but has global presence, which suggests that it is a research approach. Accepting that there is no particular 'right' way of doing CMS our analysis, using critical social theory, seeks to challenge a dominant vision of sport development practice (Hartmann & Kwauk, 2011) and suggest how a sport intervention programme based in the south of England can provide a model for reconstructing the way we might think about managing sport development practice.

Research Methods
The research was designed to capture in-depth and longitudinal data from both programme participants and key stakeholders involved in the programme over the duration of three years.

Data collection consisted of interviews and focus groups. Sampling for participant interviews and focus groups was based on the range of programme activities. In total, eleven focus groups took place; football (two, each of four participants), fishing (three, each of two participants), boxing (two, each of two participants) and gym-based activities (four, each of three to four participants). In addition, eight participants participated in individual interviews, six for gym-based activities and one each for boxing and football activities. The participants involved in the research were all male aged between 19-45 years of age. There were also nine semi-structured interviews with key agency representatives and six interviews across all partner sport and leisure providers. All interviews and focus groups were recorded, transcribed and anonymised. The analysis of data employed qualitative content analysis to deconstruct and interpret data in a logical and coherent manner.

Discussion, Implications and Conclusions

The findings indicate that the use of a wide range of free, regular, structured and semi-structured opportunities across a range of sports and physical activities whilst integral to the programme was not the transformative mechanism. The findings suggest that the distinctiveness of this programme was the lack of predefined or prescribed outcomes from the implementer and funder. This created a bottom-up orientation that embraced the needs of the participants and developing programme provision organically over time. We argue that there are significant implications for policy makers and practitioners whose interests are served by operationalizing sport management/development programmes. CMS allows us to view these concerns as fundamentally embedded in relative contexts of enforcement, technologies of evaluation and how forms of domination impact on asymmetries of power in the performance of sport management practices. We conclude by arguing that this programme, by simply sidestepping managerial straightjackets, is able to challenge, reconstruct and be more effective in meeting needed social outcomes through sport.

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Which Competencies Do Active and Former Elite Athletes Require to Optimise Their Employability and Employment?

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Aim
The objectives of this presentation are (1) to investigate active and former European elite athletes' perceptions of the competencies required to optimise their employability and employment using the Athletes' Competency Questionnaire for Employability (ACQE), and (2) provide examples of how the (results of the) ACQE can be used in practice.

Theoretical Background
Given that only few elite athletes are sufficiently financially rewarded to make a living out of their sport, many engage in a dual career (i.e. combining elite sport with study or work) and/or make the transition to the labour market when they (plan to) terminate their athletic career (Stambulova, Stephan, & Jäphag, 2007). In order to successfully prepare for and engage in their post-athletic career, research has shown that elite athletes require effective competencies (e.g. life management, resilience, career planning) to cope with the concurrent and possibly conflicting demands they face at different levels of their development (i.e., athletic, academic/vocational, psychological, psychosocial, and financial; Wylleman & Rosier, 2016). While qualitative research identified a range of competencies that athletes require to cope with the challenges of preparing for and engaging in a post-athletic career (Torregrossa et al., 2015), no instrument is available to date examining active and former athletes' perceptions of their competencies across different nations, sports and systems. Such an instrument could aid practitioners in providing targeted feedback and setting up effective interventions by identifying athletes' strengths, weaknesses, and competency gaps. In response to this lack in methodology, the Athletes' Competency Questionnaire for Employability (ACQE) was developed and used as part of the Erasmus+ Sport project "Be a Winner In elite Sport and Employment before and after athletic Retirement" (B-WISER).

Methodology
With institutional ethics approval, 954 17-to-69-year-old elite athletes (Mage=26.3, SD=10.0; 46% female) from six European countries (Belgium, Germany, Italy, Spain, Sweden, Slovenia) completed the ACQE. Participants included three groups of elite athletes in specific career stages: 703 active elite athletes (74%), 43 former elite athletes preparing for a first employment (5%), and 208 employed former elite athletes (22%). First, participants evaluated their perceived possession of 31 competencies (e.g., self-discipline to manage the demands of different life domains) on a 5-point Likert scale ("1-very poor possession" – "5-very strong possession"). Second, participants were presented the same 31 competencies, and selected the five competencies they felt (would) give them a competitive advantage in the labour market (in comparison with employees without an elite sport background). The list of competencies was developed based on research literature (e.g., De Brandt et al., 2017), expert review, and a pilot study with 65 elite athletes who evaluated the relevance for athletes' employability or employment. Active athletes answered from the standpoint of preparing for future employment, while former athletes responded from the standpoint of preparing for a first-time employment or securing sustainable employment. SPSS was used to analyse the collected data. Exploratory structural equation modelling (ESEM) will be performed to investigate the factor structure of the ACQE.

Results

Participants reported average-to-strong possession of their competencies (M=3.77, SD=.86). Former elite athletes who were employed perceived the strongest possession of their competencies (M=3.90). Overall, participants reported the strongest possession for their ability to be goal-oriented, dedication to succeed in different life domains, the ability to collaborate with colleagues, and self-discipline to manage the demands of different life domains. Those four competencies were among the top five competencies for strongest possession for all three groups of athletes. Participants reported the weakest possession for their ability to create a professional network, the ability to identify themselves with the culture of their organisation, and the understanding of their own career interests and options. Athletes' perceived possession of their ability to remain self-confident after mistakes was especially lower in former athletes preparing for a first-time employment. Participants perceived their ability to be goal-oriented, the self-discipline to manage the demands of different life domains, and the ability to cope with stress effectively as the top three competencies that they felt gave/would give them a competitive advantage in the labour market. The ESEM results will be presented during the conference.

Conclusion

This study identified athletes' perceptions of their competencies to optimise their employability and employment during three specific career stages. The findings on perceived possession and competitive advantage can be used as an evidence base for stakeholders (e.g., career counselors, employers, sport federations, educational institutions) to target specific competencies in different career stages, addressing athletes' strengths and weaknesses in preparing for and/or securing employment. Furthermore, the factor structure resulting from the ESEM analysis can allow practitioners to structure and operationalize their work with active and former athletes. We notify the reader about potential social desirability biases and suggest that the validity and reliability of the ACQE is further examined. Notwithstanding further validation, the ACQE seems to hold considerable promise as a formative self-assessment tool for athletes and identification-support tool for practitioners.

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The Current Status of Career Support Services for Active and Former Professional Athletes in Europe

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Aim

There is a need to evaluate the status of the career support for active and former elite athletes within Europe. Therefore, current study's main objective is to gain insight in the domain of career support towards active and former elite athletes. More specifically, current study aims at (a) gaining insight in what kind of career support services are currently provided to active and former elite athletes; (b) mapping the current cooperation between the career support organisations; (c) getting an overview of the efficiency and effectiveness measures these organisations currently use to evaluate their practices.

Theoretical Background and Literature Review

As illustrated in the Holistic Athletic Career (HAC) model, elite athletes, face co-occurring challenges and transitions at multiple levels of development (i.e. athletic, psychological, psychosocial, academic/vocational and financial; Wylleman & Rosier, 2016). Especially the transition to the post-athletic career causes a lot of challenges. Career planning with professional career support providers before and career support (and follow-up) during and after the transition are important factors that contribute to a successful transition out of elite sport (Park, Lavallee, & Tod, 2013). As such, the importance of competent and tailor-made career support services has been emphasized (e.g., Hong & Coffee, 2017). The EU Expert Group (2012) and the European Union (2016) created an overview of future desired directions of (dual) career support structurers and services. However, to improve the current quality of these services contextually and tailored to the actual needs, there is a need for scientific knowledge related to the current status of career support services of active and former elite athletes within Europe.

Research Design and Data Analysis

In light of the B-WISER project, a project that was co-funded by the Erasmus+ programme of the European Union, 123 career support providers from six European Member States (i.e. 30 from Belgium, 23 from Germany, 28 from Italy, 7 from Slovenia, 25 from Spain, 10 from Sweden) participated in this study. To be included, participants had to professionally provide support in view of optimizing active or former elite athletes' employability and/or employment. With institutional ethics approval, an online survey (that was translated to the language of the respective countries) was provided to the participants, who represented four types of organisations (i.e. representative bodies of elite athletes, elite sport organisations, employment agencies and educational institutions). Descriptive statistics (using SPSS 25.0) were used to analyse the data.

Results and Discussion

Career support providers' activities are mainly focused on individually coaching athletes (e.g., career planning and competency coaching), job placement support, and organizing networking events to bring (former) athletes into contact with (potential) employers. However, a lot of active and former athletes still don't find their ways to these services, often because of a lack of awareness about the possibilities. Only 29% of all stakeholders measure any type of efficiency or effectiveness of their support systematically. Among those that do

measure their support provision, most commonly used measures are tracking the number of athletes supported (74%), tracking the number of events organised (68%), and satisfaction surveys with (former) athletes (53%). Cooperation between different career support organisations for athletes is apparent in all countries and this cooperation is perceived as adding value to the employability of (former) elite athletes. Results show that representative bodies of elite athletes, elite sport organisations, and educational institutions cooperate significantly less frequent with employment agencies than with the other organisations providing career support.

Conclusion and Implications

Several conclusions and implications of currents study can be made for the six participating countries. First, although a variety of services exists, more work needs to be done on informing athletes on the possibilities and advantages of career planning and professional career support. The use of role models, best practices and success stories is suggested in this regard. Second, current research illustrates that cooperation between career support stakeholders and employment agencies could be optimized. To achieve better cooperation, future studies could investigate employers' and employment agencies' opinions on why employing (former) athletes can (or cannot) be of interest, to create a better understanding of how cooperation can be enhanced. Finally, a clear need exists to further develop the evidence-based measurement of efficiency and effectiveness within the career support providers' organisations. This will not only contribute to an evidence-based practice of career support services, but will also enhance the opportunity and resources for researchers to measure if and how the support practices for (former) elite athletes can be enhanced. A limitation of this study is that, although the current study provided a first insight in the status of career support for (former) elite athletes, it is purely descriptive in nature. Future studies could follow-up on these descriptive results and hypothesize the evolution of the status of career support based on the evidence-based practices that will be implemented in these countries.

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The Impact of Formula One on Regional Economies in Europe

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Aim

Stakeholders advocating for the use of public funds to finance the hosting of major sporting events frequently argue that these investments pay off in terms of increased economic activity. This paper applies robust regression techniques in order to test whether this is the case in relation to Formula One (F1). Our approach focuses on per capita GDP and tourism in European regions that have hosted F1 races from 1991 to 2015.

Theoretical Background and Literature Review

Tangible effects of hosting major sporting events have been thoroughly examined over the years (Storm, Thomsen, & Jakobsen, 2017). The consensus among scholars is that effects on tourism, inbound foreign investments and GDP from hosting e.g. the Olympic Games or the soccer World Cup are marginal or absent (Jakobsen, Solberg, Halvorsen, & Jakobsen, 2013). So far, only few studies have examined the impacts of F1, and they have usually applied input-output (I-O) or Computable General Equilibrium (CGE) methodologies, which have been increasingly criticised for being too simplistic (Dwyer, Forsyth, & Spurr, 2005). The problem is that such approaches often overestimate benefits and leave out the (opportunity) cost side of hosting a major event (Taks, Késenne, Chalip, Green, & Martyn, 2011). To deal with this issue, this paper applies regression modelling techniques on available objective data to test the effects.

There are three reasons for this approach: First, conducting a proper CBA is costly and requires sourcing data that is not easily accessible. Second, the high of costs of a CBA it would limit our analysis to only a few F1 races. Third, while I-O, CGE and CBAs have already been done on F1 races, no analyses comparing areas with and without F1 races exist.

Research Design and Data Analysis

In taking an appropriate modelling approach, we apply dynamic panel data to the period spanning 1991–2016. The advantage of this approach is that we are able to use objective data that is not affected by inflated multipliers or similar problems associated with tricky assumptions built into the modelling techniques of the typical approaches used in impact analysis [1].

We investigate 10 European regions with variations in our independent variable *F1race* [2]. This means that these regions are a mixture of regions that have both hosted and not hosted a F1 race during our period of investigation. Our annual data on *gross domestic product* and *nights spent on tourist accommodation* (at hotels) are collected from Eurostat (2018)[3]. We focus on Europe because objective data relevant for analysis is not available for other world regions. A weakness of the data is that while Eurostat's database covers a great deal of topics measured over several years, there is little publicly available data relevant for constructing explanatory variables in our regression models. Accordingly, our models are relatively simple. We present eight models: four with *GDPpc* and four with nights spent as the dependent. Four models test the effect of *F1 race* in the same year and four models test the effect of a *F1 race* in the year prior to measuring the dependent variable.

Results and Discussion

Regarding the effect of *F1race* on *nights spent*, we find no significant effect. For the models with per capita GDP as the dependent variable, the effect is negative both for hosting a race in the same year and hosting in the previous year, though neither result is statistically significant. For our lagged models, we find similar results, except when lagging our independent variables 3 and 4 years for the models investigating *per capita GDP*. Here, the results are negative and statistically significant.

Conclusion and Implications

In sum, our analysis fails to support the positive side of the debate about the economic benefits of hosting a F1 race, at least at the regional level in Europe. On the contrary, there could actually be a delayed negative effect when it comes to regional per capita GDP. While recognizing that our models are simple, the implications of our findings are that politicians, public authorities and other stakeholders should be careful when they argue that using public funds to host F1 races is a sound investment.

[1] We recognise that using a panel data regression approach is not without its problems. However, we believe that the benefits of the approach add to existing literature by yielding results which can be compared to results produced by other studies using other methodologies. Overall, we will gain a better understanding of the scope of potential benefits that can be expected from hosting major sporting events.

[2] This includes Baden-Württemberg, Cadiz, Emilia-Romagna, Leicestershire, Liege, Lisbia, Nièvre, Rheinland-Pfalz, Steiermark, and Valencia.

[3] Please note that campsite tourism is not included, which is a weakness of the data. However, F1 audience usually belongs to the higher earning middle class who prefer hotels making this a minor problem to the study.

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Vault! a Parkour-Inspired Mobile Learning App

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Aim

This short abstract presents the first results of an ongoing cross-scientific research project, (Computer Science/Sport Science) at Malmö University, that addresses the need for an educational change that arises after the societal changes that we encounter in the era of internet, social media, online communities, and knowledge sharing on the web.
From existing research in parkour, relational learning, and mobile learning, we have isolated the key features in Parkour's instructional model: self-, location-, and environment-awareness, analyzing, creating, exercising and sharing, as means for building up a challenge based learning framework. We take this as a source of inspiration for designing and implementing Vault!, a general-purpose challenge-based mobile learning app.

Purpose and Background

The concepts behind this research came from the philosophy and educational model found within parkour. Within parkour there are no set teachers, no set rules regarding how to communicate the knowledge to others or who is allowed to provide this knowledge. These concepts are also found as key features in the relational learning paradigm.

Relational learning is a way of learning in which the individuals involved learn from each other through sharing experiences and ideas. Teachers, trainers, coaches, athletes, students, mentors and professors can all learn from each other disregarding the hierarchy that classically exists in the traditional educational relationship.

E-learning instructional models attempt to provide a better way for the delivery of learning from the content provider to the learner. *Mobile learning* takes the concept of e-learning and tries to make it more flexible and comfortable by the use of personal electronic devices. This removes the previous geographical limitations as well as the limitation on time; now a student/athlete can learn anywhere and anytime, but also the content provider can get insight into how the content is received and interpreted, and the learners can contribute with new meaning and understanding, aiding the learning process of other learners.

Vault! is an Android mobile app, that combines the benefits of *mobile learning* and *relational learning*, while at the same time reaps the reward of the community-based learning model existing in parkour, as well as game-based learning elements present in learning apps.

Results

In this workshop we present Vault!, providing details about its design and technical implementation, as well as the results of the first closed field experiment carried out in a primary school at Höör, Sweden.

Vault was tested by six elementary school teachers over the course of nine days. A post-questionnaire showed that the participants felt like the application could be beneficial in the educational system and that it might be useful in the private live, highlighting that the main

benefit of using Vault within the educational system was to exchange ideas and tips for educational content within the classroom.

The participants found it easy to create content in Vault!, mentioning that the biggest benefit of using Vault in an educational system: having teachers being able to give tips, share ideas and provide experiences of educational content. The participants also reported that they saw the potential of using Vault! for learning possibilities, though this was not something that the participants would be interested in themselves, provided that they were using the app from the perspective of the educator. They pointed out that the application has potential for uses amongst the general public. The socialness of mobile learning did nevertheless show up as the participants did claim to feel like a part of a community.

The participants also indicated interesting features to be added in future iterations, like the possibility of recording video in the app, and thus not going through YouTube, which limits the ubiquity of mobile learning. The participants also emphasized that they felt like they would have needed more time with the application in order to fully evaluate the potential benefits.

Conclusions and Implications

We presented a general-purpose educational model and community-based learning mobile application that we consider relevant in different learning settings. As part of an ongoing project, another user test will take place during the spring 2018, with teacher-training students in Physical Education (PE) at Malmö University. This test aims for getting feedback from prospective teachers, in order to improve Vault!'s design and features from a PE teachers perspective.

Thus, we consider the EASM-conference as a remarkable opportunity to share the design and the first results of the, Vault-project with the community of Sport Science. Through this workshop at the EASM -conference we hope to receive meaningful feedback and good discussions for this ongoing project. We will also present the project through articles at www.idrottsforum.org and in a report to the Swedish School Council in December 2018.

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Children's Transition from Participation in Modified Sport Programs to Club Sport Competition - A Longitudinal Study of Patterns and Determinants

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Aim
The aim of this study was to investigate longitudinally, over 4 years, the patterns and demographic predictors (age, socio-economic status and region) of female children's transition from modified sport programs to club sport competition.

Theoretical Background and Literature Review
Participation in organised sport is very popular for young children (Eime, Harvey, Charity, Casey, et al., 2016). Many children participate in entry-level modified sports programs. These programs are modified from the 'adult' version of the sport to match the developmental capacity of young children and are aimed at development of fundamental motor skills and sport-specific skills, rather than competition. There has been limited research on the longitudinal tracking of children in these programs and into club-based competition at later age. The research suggests that the majority of children drop-out of the sport and do not transition into club-based competition (Eime, Harvey, Charity, & Payne, 2016). Whilst participation in sport is popular for children, there is extensive research showing that participation dramatically decreases during adolescence (Eime, Harvey, Charity, Casey, et al., 2016; Eime, Harvey, Charity, & Payne, 2016; Howie, Mcveigh, Smith, & Straker, 2016; Olds, Dollman, & Maher, 2009). One recent study of over 520,000 participants, reported that from a peak through ages 10-14 (28% of all participants), participation declined dramatically during ages 15-19 years (15% of all participants) (Eime, Harvey, Charity, Casey, et al., 2016) Furthermore, more females than males drop-out of sport. The aim of this study is to investigate longitudinally, the patterns and demographic predictors (age, sex and region) of children's transition from modified sport programs to club sport competition for females.

Research Design and Data Analysis
This study analysed sport participation for females in a popular Australia sport. Data for this study were collected as part of the Sport and Recreation Spatial project (www.sportandrecreationspatial.com.au). This study drew participants from a female-dominated club-based team sport in the Australian state of Victoria between 2012 and 2016. Players of the modified sports program were followed over four years to determine their pattern of transition: transition to junior player status, withdraw from the sport, or continue in the modified program. Pattern of transition was compared across age (4-10), geographical region (metropolitan/non-metropolitan) and socio-economic status (SES). Logistic regression was used to model the effect of the three factors on the likelihood of transition.

Results

A total of 13,760 children participated in the modified sport in the first year. The majority (59%) transitioned from the modified sport program and into club competition. However the rate of transition varied with age, residential location and socio-economic status, and there was an interaction between region and SES, with SES having a significant influence on transition in the metropolitan region but not in the non-metropolitan region.

The peak sport entry age with the highest rates of transition was 8-9 years.

Of participants in the metropolitan region 66% transitioned, compared to 52% of those in the non-metropolitan region. However, more participants within non-metropolitan regions continued participation compared to metropolitan participants. Furthermore, a higher proportion of non-metropolitan participants withdrew (40%) compared to 31% of metropolitan participants.

SES had a significant effect on the likelihood of transitioning in metropolitan areas, but not in non-metropolitan areas. Those living in metropolitan areas with higher SEIFA values were significantly more likely to transition than those in the lowest tertile. The likelihood of transitioning increased with each SEIFA tertile. In non-metropolitan areas, likelihood of transitioning was similar, in all three SEIFA tertiles, to that of the lowest metropolitan tertile.

Conclusions and Implications

In conclusion, this study has demonstrated that whilst the majority of female participants continued participation and transitioned from the modified sport program and into club competition, the rate of transition was dependent on age of commencement, residential location and socio-economic status. The strongest determinant of transition was age of entry into the modified program. It is recommended that, in order to maximise continued participation, sport policy and strategic developments should target children to enter organised modified sport from around 8-9 years, and not target the very young.

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Environmental and Programmatic Interaction in a Youth Sport for Development Context

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Aim

The past 15 years has seen a large growth of Sport-for-Development (SFD) programs globally. Many of these programs focus on enhancing the lives of youth by engaging them through sport, while educating and teaching other life skills that enhance positive youth development, particularly for youth who are otherwise under-resourced. While scholars have recently begun to unpack the programmatic elements critical to program success (e.g. Schulenkorf, 2017), a consensus is yet to be reached on which elements are essential when considering various environmental contexts. Through the integration of the same change agent (i.e., tennis) in varying environmental contexts, the purpose of this study is to understand the role of purposive programming, capacity, and external factors in the delivery of a youth SFD program.

Theoretical Background

Early research on sport for development programs assumed that sport in itself was an avenue to foster youth development (Coakley, 2011). However, recent criticism has led to broader examinations of how positive individual and community development can be achieved through SFD programming. For example, ecological perspectives of positive youth development suggest that social forces, along with biological and psychological forces, all affect human development. Therefore, the macrosystem in which participants of a program reside cannot be ignored when designing SFD curriculum (Edwards, Mumford, & Serra-Roldan, 2007).

More recently, scholars in the SFD field have acknowledged the importance of including the needs of local stakeholders in program design (Schulenkorf, 2017), suggesting a bottom-up approach may be most effective in program creation. Other studies have acknowledged the importance of also understanding the general environmental context in the creation of programming (e.g. Svennson & Hambrick, 2016). Empirical studies using this approach have typically examined a single program within a single context, yet examination of the same change agent across multiple environments has the potential to provide additional insight on the interplay between SFD programs and their environment. Further, this kind of comparison also allows for a fuller understanding of the role of intentional design and macro-factors in the success of a particular program. Therefore, this study asks the following research questions: (RQ1) In what ways do varying environmental contexts impact the development of a youth SFD program? (RQ2) In what ways does a youth SFD program interact with its environment to create successful outcomes?

Research Design

The United States Tennis Association Foundation (USTAF) has approximately 350 National Junior Tennis and Learning (NJTL) Chapters across the U.S.A., 50 of which primarily aim to positively impact the lives of underserved youth through the sport of tennis. The USTAF provides its NJTL's with education curricula meant to increase motivation for learning, character building, and foster habits of regular physical activity. These curricula, however,

offer flexibility for each chapter to adapt in a way that best meets the needs of its own community and environment. Data will be collected from eight purposefully selected USTAF NJTL sites which are representative the different demographics served by the 50 chapters around the country. Chapters are rated on a scale of 1-4 stars based on their enrollment and local resources. Two chapters from each of the star ratings were selected, of which six have been designated as urban, one as suburban, and one as rural.

Logic models of each chapter will be built using data from: interviews with program directors; focus groups with program staff and participants; one-day observation of program activities; and analysis of supplemental materials provided by each chapter. We will use Wells & Arthur-Banning's (2008) model to frame the analysis of the logic models, which will then be analyzed in relation to organizational capacity (Doherty, Misener, & Cuskelly, 2014) of each site. We will also account for environmental characteristics by collecting secondary community statistics on crime, socioeconomic status, and graduation rates. Participant representation of these communities will also be analyzed through secondary zip code analysis. Analysis will focus on comparing if/how program logic models vary in relation to the organizational capacity and environmental characteristics at each site. Data collection is scheduled to begin in May of 2018 and will be completed by the end of July, 2018.

Potential Findings and Contribution

We expect to find relationships between the type of environment in which a program exists, the organizational capacity of the chapter, and the programming each chapter delivers through the curricula offered. It is also possible that a program's successful outputs (such as regular participation) is dependent on the interplay between the external environment and the type of programming offered. Findings will contribute to the conversation surrounding youth SFD programs by elucidating environmental differences that may or may not influence successful program implementation, as well as the ways in which organizational capacity and programming strategies may or may not effectively overcome or utilize these conditions.

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Developing a Rural Youth Sport Program: A Case Study of a Grassroots Baseball League

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Aim

This study's purpose is to examine the creation of a grassroots youth baseball league in the rural Southern United States to understand the facilitators and constraints to developing sustainable youth sport programs in rural communities.

Theoretical Background and Literature Review

Rural youth in the United States have higher risk of poorer health outcomes, including higher rates of obesity, substance use, and suicide (Edwards et al., 2011). Community-based youth sport may be a mechanism to promote physical, psychological, and social health benefits, and reduce health disparities (Eime et al., 2013). However, research suggests rural youth are less likely to have access to sport programs and the availability of programs is declining. Rural restructuring (the process by which economic and social changes have rapidly occurred) has led to out-migration and other changes within community structures (e.g., schools, faith communities, large employers) who traditionally sponsored and organized community sports (Oncescu, 2015; Tonts, 2005). Thus, rural communities have become more limited in human, social, and financial capital needed to sustain youth sport programs (Edwards et al., 2014). The decline of youth sports is additionally problematic in rural areas, as they are critical sources of social capital, local identity, and capacity building (Edwards, 2015; Tonts, 2005). Some rural communities have identified the need to address a lack of sport programs. Edwards et al. (2014) suggested using trusted local residents to lead initiatives, along with leveraging informal networks, cross-sectoral partnerships, and technical assistance from relevant agencies are essential characteristics for rural communities to sustain youth sport programs. However, little research has focused on rural youth sport to understand how this process may develop or the challenges that must be addressed for sustainability.

Methodology

Meadowview, North Carolina served as the study setting. Located in northeastern North Carolina, Meadowview has a population of 2,352 (declining from a peak of 3,272 in 1970). The primary racial demographics are 79.25% African-American and 19.4% White. Meadowview is economically distressed, with a poverty rate of 38.7%. A generation ago, youth could participate in sport activities provided by local churches or schools, but these programs ceased in recent years. In 2008, Meadowview received grant funds to develop a town park. With no programs, the park was underutilized and became subject to vandalism and crime. Meadowview then funded a part-time recreation director position to aid in program development and created a recreation advisory board to support program initiatives. A local family perceived a need for a sport program and partnered with the advisory board to start an informal baseball program (the Meadowview Baseball League [MBL]) at the park. The program completed its initial season with 45 youth ranging in age from approximately 5-15 years old.

Using case study methodology and key informant interviews with MBL program stakeholders, this study explores the development and implementation process of the program

in its initial year. The primary purpose is to understand perspectives of opportunities and challenges and how resources were mobilized to overcome challenges.

Results

Initial results are presented below. Full results will be available at the time of the conference. Rural youth may have lower physical literacy and sport knowledge. League organizers expected to form teams and play a league season right away. However, only 5 of the 45 players knew how to play baseball at a basic level. Many players did not own baseball equipment, nor were there proximate outlets to purchase equipment. Transportation and cost was also a problem for interested youth. Fear of crime led to some initial barriers for recruiting participants and volunteers. The MBL adapted the program plan from league play to a 4-night-a-week basic training camp teaching youth fundamental skills. The program culminated in a single baseball exhibition game. Carpools were organized so participants who could not walk were able to participate. Partnerships were important. A high school provided baseball equipment and the police department had representatives present at MBL activities. Technical assistance was also provided through a non-profit health partnership and Cooperative Extension via university experts. MBL organizers leveraged their networks to recruit volunteer coaches to assist with program implementation. The donated equipment, field, and use of volunteers allowed the MBL to offer the program at no cost.

Discussion and Implications

Initial success of the MBL helped the community build capacity for additional youth sport opportunities. Enfield secured funding for equipment and storage space for youth sports. Volunteers emerged with interest in organizing (American) football and basketball programs. Social capital created may help the community pursue additional funding to redevelop areas near the park and create community activities along with sport programs. Initial results suggest specific challenges may be unique to developing sport programs in rural communities. However, leveraging local resources and adapting program models may provide creative solutions. The implementation of youth sport programs in a rural community may also support local capacity building.

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A Qualitative Examination of Scottish and American Youth Golfers: Why Are They Leaving the Sport?

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Aim

Youth sport plays a huge role in the lives of young people both in the United States and abroad. Research has shown both the positive and negative aspects of sport on development for youth across a variety of sports and many different countries. With sport an engrained part of social and physical culture, it is imperative that research continue. According to the *Institute for the Study of Youth Sports*, the overwhelming reason kids begin to play sport is to have fun. Kids also report the desire to improve at their sport, get in shape, compete and be a part of a team. Unfortunately, kids also drop out of sports, and at seemingly increasing rates. For the past decade, researchers have been examining the steady decline of youth participation in sport. With childhood obesity and diabetes on the rise around the world, the lack of active participation and decreasing physical activity by youth is often seen as a contributing factor to this pandemic. In the UK for example, the government is intervening on behalf of sport with polices to increase participation, although it may actually be that participation rates are rising (Smith, Green & Roberts, 2005). Research has also shown burnout, pressure, anxiety, time commitments, emphasis on winning, poor coaching and cost are all contributing factors to the declines. (Condor, 2004). The aim of this study is to examine youth sport participation, comparing cases in the United States and Scotland for the sport of golf. This investigation looks closely at youth athlete burnout rates, rising costs of sport participation, psychological pressures, and other factors that may inhibit youth from furthering their participation. This study is relevant for a variety of audiences, as the decline in youth sport participation could bear long-lasting consequences, and any data collected could be used to help increase participation worldwide.

Literature Review

Prior research has revealed many contributing factors to the participation rates and/or decline in youth sport participation, but very little has been done comparing European and American trends. The United States and other countries believe youth sport has become "professionalized" rather than focused on educational goals or skill development (Gould & Carson, 2004). A report released by the Canadian Centre for Ethics in Sport (2002) addressed many issues in youth sport, including participation rates, using the expression "Americanization of sport." The term was described as a trend that increasingly defines sport in a way that is at odds with the positive values associated with amateur and youth sport. Sport research supports the physical and psychological benefits of athletic participation. Leadership skills, self-discipline, respect, self-confidence, self-esteem, and the ability to cooperate, physical health and psychological well-being are just some of the benefits of competition (Smoll, Cumming & Smith, 2011; Duda & Ntoumanis, 2005; Kavussanu & Harnisch, 2000). Other research suggests that youth sport participation negatively impacts altruism and moral development (Blair, 1985; Shields & Bredemeir, 1995). The win at all cost attitudes can have a negative impact on behavior of young athletes. Studies have shown the mental and physical demands can damage self-esteem and result in anxiety and depression (Fraser-Thomas & Côté, 2009; Bartholomew, Ntoumanis, Ryan).

Methodology

This study is a qualitative examination of factors contributing to the decline of youth sport participation, specifically in the sport of golf. The researchers have access to both American and Scottish athletes and coaches. The researchers examined burnout rates, social pressures, anxiety, time commitments, emphasis on winning, poor coaching and cost. Questions were then compiled and organized in a conversation style to be used during interviews of the subjects. Interviews will take place in the summer of 2018 in both Scotland and the US with former youth participants and coaches. The athletes interviewed will have participated in competitive leagues but chose to leave the sport while competing a high level. The questions are semi-structured and open-ended, encouraging a conversation type style with the coaches and athletes. According to Gill, Stewart, Treasure, and Chadwick (2008), interviews with younger subjects produce unique, detailed and trustworthy accounts, improving understanding on a variety of issues. For trustworthiness, a reflexive journal will be kept, member checks will be performed and interviews transcribed, reviewed and analyzed.

Results

There are no results at this time. Data collection begins in May. Initial results will be available in time for presentation. Implications from interviews can add to the body of literature by telling a more in-depth story, rather than just raw data and numbers related to participation rates. Hearing from the athletes themselves and comparing stories from Scotland and the US can provide a new narrative around the topic. The rise and decline of golfing popularity around the world will also contribute to the conversation. Golf is a considered lifelong activity and if youth are quitting it may be relevant for participation rates later in life.

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Image Contribution of Youth Tournaments – An Overlooked Opportunity for Hosting Associations

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Aim

For a sports association hosting a youth tournament there is always the challenge of identifying positive effects of the tournament. Due to limited media interest, youth tournaments are usually investment cases, which can very often only be justified with the development of young players. The aim of this study was therefore to use the example of the UEFA European Under 19-Championship held in Baden-Württemberg in July 2016 to assess the image impact of tournaments of the U-19 national teams on the organising association – in this case the German Football Association (DFB). In addition to the overall impact, target group-specific hypotheses have been established: In terms of image enhancement, it is particularly possible to reach younger football fans - the first target group of such tournaments - and also the fans living in the "football periphery" (i.e. away from first league Bundesliga clubs and large stadiums), who are typically not offered senior national team football in their home region.

Theoretical Background and Literature Review

The potential image gain for the organizing association is a so far little researched effect. Common frameworks of event image transfer (Novais & Arcodia, 2013; Neijens, Smit and Moorman, 2009; Nufer, 2002) address the image transfer to sponsoring companies. Another set of studies investigates the event impact on the economic conditions and the (destination) image of a specific region (Preuss, 2007). This study builds on the image transfer models referred to above and enters the organizing association as the recipient of the image transfer. Thus, the extent, if any, of a positive image transfer and the reach of such an effect is to be investigated.

Research Design and Data Analysis

The image contribution of the UEFA U19 European Championship is based on several surveys carried out before, during and shortly after the UEFA U19 European Championship, which allows to determine the difference in image values. In order to isolate the contribution of the event and to eliminate influences outside of the event, control groups outside Baden-Württemberg (especially Hesse) were interviewed and compared with the results from the European U19 Championship environment, whereby a survey of stadium visitors was evaluated separately. In addition, further surveys were conducted almost one year after the event (legacy survey) in order to gain insights into the durability of the image effect. The questions were composed of both 5-Likert scales for measuring the image (negative to positive) for quantitative analysis and polarity profiles for determining the perception of the characteristics of the DFB image.

Overall, n=1104 data sets could be included in the study (adjusted), with individual survey series consisting of 180 to 260 participants, which, with the determined sample variance of the pre-test of s=0.73, allowed the targeted confidence level of 95% to be achieved in each case (Kexel, Pfeffel, Lee & Ratz, 2017). The data were first evaluated descriptively and then used to test the hypotheses and for multifactorial variance analysis.

Results and Discussion

The research question of whether junior tournaments have a positive effect on the image of the organising association was answered positively in the study conducted. The data collected in the context of the UEFA U19 European Championship (Baden-Württemberg, July 2016) suggests that the positive effect of the junior tournament on the image of the DFB in the case of conservative interpretation is + 2.4 %, in the best case with up to + 14 %. However, the tests of the above hypotheses on adolescents and peripheral inhabitants refute these hypotheses. For example, the variable age on its own was not significant in the variance analysis ($p = .139$). In the multifactorial analysis of variance, the involvement in the tournament was determined as a key driver of the subjective image assessment of the DFB. Pupils at schools that were addressed by the DFB with local campaigns before the tournament (DFB, 2015) have assigned significantly higher image values for the DFB than pupils at other schools. The biggest increase in image was recorded among stadium visitors as those attended the stadium showed significant differences in the post-hoc tests of the variance analysis compared to all other groups ($p = .000$).

Conclusion and Implications

The stadium visitors' high positive image value supports the assumption of the influencing effect of such an event. Because of the usual "class by class spectator acquisition" at these youth tournaments, one can assume - with undoubtedly some limitations – that they represent a random sample of the entire pupil body. In addition to that the good news for the organizing association is, that the school campaigns pay off – and thus that the reach of such a tournament can be increased significantly beyond the - theoretically limited - stadium capacity through suitable communication strategies.

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A Broad Range of Fundamental Movement Skills Assessed in Applied Settings

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Aim
This study aimed to evaluate a new combination of test items on its practical use as a tool for determining the broad spectrum of fundamental movement skills performance in six to ten year old primary school children.

Theoretical Background
All children could benefit from an instrument, which assesses the FMS. Such an instrument would provide opportunities for professionals working with young children in the context of sport and education to 1) have a more objective understanding of children's skills, 2) better meet children's developmental demands, and 3) analyse the effectiveness of their interventions. Most of the instruments focus on identifying children with FMS development disorders and are rather time-consuming. Yet, in the context of sport and physical education an instrument for measuring FMS performance that covers not only children at risk but rather a broad performance spectrum in only limited time can be of great value. We used the KTK-3 presented by Novak and colleagues (2016) however these tests are unable to provide us with the means for object control and thus it was necessary to add the eye hand coordination test developed by Faber et al (2014). Still, the KTK-3 with Faber's eye hand coordination test (i.e., the KTK-3 + EHC) to measure FMS performance needs to be evaluated for further practical use as a tool for determining the broad spectrum of FMS performance in six to ten year old primary school children. More specifically, this study was conducted to determine the effect of age and gender on the item scores, the interrelationships between the test items and the use of a motor quotient to classify into a performance category.

Research Design
For this purpose, 1121 primary school children were assessed during their regular PE class using the test items: walking backwards (WB), moving sideways (MS), jumping sideways (JS) and eye hand coordination (EHC). A modification on the original eye hand coordination protocol was introduced for the children of the third and fourth grade classes (mEHC); they were allowed to use both hands for catching. This resulted in mEHC scores for all six and seven year olds, and for some of the eight year olds. Univariate General Linear Model analyses were used to elucidate main and interaction effects of sex and age and Pearson's correlation coefficients to represent interrelationship between the raw test item outcomes. Movement quotients (i.e., MQ^{KTK-3} and $MQ^{KTK-3 + EHC)}$ were converted based on the raw scores and used to classify children. Accordingly, percentage of agreement and Cohen's kappa between both classifications was determined. Alpha was set at 0.05.

Results
Significant effects for sex and age were found. Girls outperform boys on WB, boys outperform girls on (m)EHC ($P < 0.05$). On all test items children of a certain age group scored better than their 1-year younger peers, except at WB between 10 and the 8- and 9-year olds and at MS and JS between 9-year olds and 10-year olds. Moderate positive associations between the test items were found. An 80.8% agreement of classification of children was

found based on the MQ^{KTK-3} or the $MQ^{KTK-3+ EHC}$. With no agreement the difference was one category.

Conclusion

The translation of the findings of the four test items into a practical tool covers different aspects of fundamental movement skill performance of six to ten year old children. It provides practitioners working with young children a reliable and valid tool that can objectively assess a broad range of fundamental movement skills within applied settings. Practitioners are advised to use age- and sex- related reference values at the m(EHC) and the WB test. There is a significant difference in fundamental movement skill performance with increasing age. Similar to the results found by our colleagues in this study girls scored higher on the WB test and on the EHC test boys outperformed girls. Finally, it needs to be acknowledged that children's development of fundamental movement skill performance is not a linear process and the variability of FMS performance is high. It is important to make use of both product and process-oriented (i.e., a focus on the quality of movement) assessment tools to provide a more comprehensive view of FMS performance. To our understanding, a comprehensive view of FMS performance can be obtained by the KTK-3 + EHC instrument and preferably in combination with more qualitative assessments made by the professional who observe children week in week out. To make the assessment process easier for practitioners we developed a web-based application to gather the data. This automation of tests also appears to be beneficial for the translation from valid applications to practical tools.

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Early Selection in Swedish Youth Sport – a Rare or Common Practice?

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Aim

During the last decade there has been a growing body of research concerning children's rights and child protection in sport, and early intensive training is identified as a potential risk (David, 2005). Although research shows that it is not possibly to foresee late success, early elite training which includes early specialization and early selection (the tendency to select a small number of children under 13 years of age from a larger group and put them in a special team or group that receive extra training and other resources) seems to be more and more common in Swedish youth sport today. There are many potentially problematic aspects related to early selection practices among children, and more knowledge is needed about a number of questions that concern for example its prevalence (how common is it?), its consequences (what does it imply in terms of intensive training? How does it affect children?), and how clubs legitimize early selection (why are children selected early?). The aim of this study was to make an explorative mapping of the occurrence of early selection in Swedish youth sport. The research questions were: How common is early selection in youth sport? Is there a variation according to sport, region and gender and, in that case, how does the pattern look like? In what ways do clubs or coaches justify early selection in youth sport?

Theoretical Framework and Literature Review

The prevailing situation in many countries is that youth sport is characterized by early talent identification, selection and specialization (David, 2005). This situation has long been questioned and studies point to e.g. the medical risks of excessive training in young years (Jayanthi et al, 2013). Researcher also show that it is a fine line and a difficult balance between starting early with intensive elite sport and having a "normal" childhood (Martindale et al, 2005; Baker et al, 2017). In addition, studies show that overemphasizing a child's talent can lead to problems such as overtraining, burnout and stress fractures, since the talent development models that are applied seldom is based on the best interests of the child, but rather on subjective ideas of what is required for future sports success (Donnelly, 2008).The theoretical starting point is that the supply of sport, including youth sport, in society is not a coincidence but a result of a socially constructed demand.

Method

The mapping was done in five different sports (alpine skiing, football, ice hockey, figure skating and tennis). A greater emphasize was placed on football and the sample consisted of the 90 largest youth football clubs, and the 10-15 largest clubs in the four remaining sports. In total, 135 clubs from four different regions in Sweden were part of the mapping. The mapping was done in a qualitative way. In a first step information was gathered from the clubs' web pages (youth programs, policies, team lists, etc) and follow up interviews with coaches and club representatives were made in the next step. Questions guiding the interview were 1) Does selection occur where players/athletes are placed in different groups according to their ability? In that case: 2) At what age? 3) Does it involve both boys and girls? 4) How is the selection done? 5) What is the reason behind the selection? The data analysis consisted of a descriptive and an analytic part. The analyses was guided by a socio-cultual perspective as well as ideas from the new sociology of childhood where the commodification of children has been highlighted.

Results

Preliminary findings show that selecting children are more common than rare in some sports, especially football and tennis. In those sports selecting children to special academies, teams or groups appear to be a natural practice in many clubs. In figure skating there are certain ability tests that serve as selection instruments. Alpine skiing seems to be the most inclusive sport among the five studied – everyone was welcome to participate (if they knew how to ski). Early selection practices were more prevalent in some regions and in football they were more common in boys' football than in girls´. The clubs justify selection mainly by stating that i) it is in the best interest of (all) children, ii) parents require selection practices, and iii) all the other clubs do, so why should we not do it.

Conclusion and Implication

The area needs to be further explored but considering the potential risks with early selection practices, sport federations and clubs must be aware of and reconsider the way children's sport is carried out. The way clubs justify early selection practices imply that clubs need more knowledge about what it means to organize sport in the best interest of the child.

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Poster Sessions

Review Track Chair: H. Thomas R. Persson

The Relationships between the CSR, Social Identities, Brand Equity, and Consumer Loyalty of Sport Consumers: A Study from Cross-national Perspectives

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Aim and Literature Review
In Major League Baseball (MLB), 24 of 30 teams have faced decreasing attendance over the last decade (ESPN, 2016). In Taiwan, the most popular professional sport league, the Chinese Professional Baseball League (CPBL), has also faced fluctuating attendance and a shrinking market. Although running a professional CPBL baseball team may be an unprofitable business, the new owners of the two professional teams aimed to give their firms a positive image by adopting corporate social responsibility (CSR) strategies (Hu, 2016). The relationship between perceived CSR and brand equity is well understood in the marketing and business areas (e.g., Torres et al., 2012). However, it was only recently that sport management scholars confirmed the relationship (e.g., Gordon & Oja, 2016). By extending Heere and James' (2007) multiple group identity model, we examined the relationships between local city, team, and corporate identity; based on Underwood et al.'s (2001) social identity-brand equity model (SIBE), we examined how the three identities influence brand equity; based on Ross' (2006) Spectator-based Brand Equity (SBBE) framework, we examined brand equity and team loyalty. Thus, we aimed to test the relationships among team and corporate CSR, social identities, brand equity, and consumer loyalty in a path model in professional team sport contexts in Taiwan and the United States. The moderating role of 'country' is also addressed.

Methodology
In total, 467 and 351 valid responses were collected from CPBL and MLB fans respectively via an online survey in December 2017. The scales measure corporate CSR (Berens et al., 2005; Du et al., 2007), team CSR (Chang et al., 2016), city identity (Chang et al., 2016;Yoshida et al., 2015), team identity (Yoshida et al., 2015), corporate identity (Bergami & Bagozzi, 2000; Pérez & del Bosque, 2015), and brand equity (Yoo & Donthu, 2001). All items are evaluated on a 7-point scale (1 = strongly disagree; 7 = strongly agree). A multi-group approach was used to test the moderating effect of country. All composite reliability values (> 0.7), AVEs (> 0.5), and discriminant validity were examined, and all achieved the suggested criteria. The fit indices results showed an acceptable fit with the model (CPBL, CMIN / DF = 3.88, CFI = 0.90, and RMSEA = 0.07; MLB, CMIN / DF = 3.88, CFI = 0.88, and RMSEA = 0.08). Measurement invariance was established based on Cheung and Rensvold (2002).

Results and Discussion
For both CPBL and MLB, the following statistically significant influences were found: corporate CSR on corporate identity (β= 0.55/ 0.66, $p < 0.001$); team CSR (β= 0.33/ 0.29, $p < 0.001$) and city identity (β= 0.21/ 0.57, $p < 0.001$) on team identity; team identity on corporate identity (β= 0.31/ 0.45, $p < 0.001$); corporate CSR on brand equity (β= 0.26/ 0.11, $p < 0.05$); corporate identity on brand equity (β= 0.51/ 0.87, $p < 0.001$); and brand equity on team

loyalty (β= 0.55/ 0.42, $p < 0.001$). For the CPBL only: corporate CSR on team identity (β= 0.12, $p < 0.05$); and team CSR (β= 0.25, $p < 0.001$) and team identity (β= 0.23, $p < 0.001$) on brand equity. There were no significant relationships between Team CSR and corporate identity (β= 0.05, $p > 0.05$), or between city identity and brand equity (β= 0.04, $p > 0.05$). For the MLB, no significant relationships were found between corporate CSR and team identity (β= -0.06, $p > 0.05$), between team CSR and brand equity (β= 0.07, $p > 0.05$), or between team identity and brand equity (β= 0.03, $p > 0.05$). The results further identified differences in all connections, except for the relationship between corporate CSR and brand equity. They collectively indicated not only the shared but also the culture-based disparity values of sport consumers (Cho, 2016; Stahura et al., 2014).

Conclusions

Corporate CSR initiatives are confirmed as an effective strategy to enhance corporate identity, attract more baseball fans, and increase corporate brand equity. By identifying that enhancement of corporate identity can contribute to corporate brand equity and team loyalty, team sponsors can work with team managers to achieve this by strengthening the connection between fans' city and team identities. For corporations seeking an increase in their brand equity in a globalized market, professional sports teams can offer effective and mutual benefit avenues. While corporate CSR and social identity routes toward an increase in corporate brand equity are considered appropriate in both the CPBL and MLB markets, CPBL consumers seem to emphasize it more than the MLB consumers do. This study advances our understanding of the multiple group identity model, SIBE, and SBBE, and validates the notion that the antecedents (i.e., CSR and social identities) of spectator-based brand equity and its consequences (i.e., team loyalty) may vary by culture.

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Motivations and Constraints as Predictors of Sport Media Consumption Substitution Intention: A Preliminary Result from Taiwan Perspective

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Aim

Professional sport leagues in the US such as NFL have been facing more and more challenges to main ticket sales revenues (Schwab, 2014). One of the primary reasons is the fans' preference to watch games and events through media (Luker, 2012). This phenomenon is observed in Taiwan. In a recent study conducted by Larkin, Fink, & Trail (2015) revealed that Cost is the primary constraint to attendance; several motivators had a significant relationship with sport media consumption substitution intention. However, this finding was examined in the US context, which means it may not be applicable in Taiwan. As such, this study was to explore the relationship among motivations, constraints, and sport media consumption substitution intention. The purpose of the study was to examine the following hypothesis: both motivators and constraints significantly predict sport media consumption substitution intention.

Theoretical Background and Literature Review

Constraints have been extensively examined in the leisure domain (Crawford & Godbey, 1987; Crawford, Jackson, & Godbey, 1991). In the spectator sport context, constraints to attendance are defined as "factors that impede or inhibit an individual from attending a sporting event" (Kim & Trail, 2010, p.19). Larkin et al. (2015) argued that constraints to attendance can be regarded as aversive stimuli to attendance and their presence can prompt substitution by sport media consumption. Motives are defined as "energizing force that activates behaviors" (Hawkins, Best, & Coney, 2004, p.354). Previous literature has extensively explored the predicting role of motives on sport consumption decisions (Trail, Fink, & Anderson, 2003). Additionally, Kim and Trail (2010) argued that it would be more appropriate to incorporate both constraints and motivators in the model when examining sport consumer behaviors. Furthermore, Larkin et al. (2015) echoed this concept by addressing that it is critical to understand why individuals stay home to consume sport events. Therefore, this study incorporated both constraints and motivators to predict sport media consumption substitution intention in a single model.

Methodology and Data Analysis

This study was a cross-sectional design with self-administered survey method. The franchise called FU-BON BRAVES in Super Basketball League (SBL) was selected as the sport franchise in this study as it has been highly dedicated to marketing operations. Three hundred and four participants were recruited using online survey. Questionnaire contained the measures such as demographics, constraints to attend sport games, motivators to consume sport media, and sport media consumption substitution intention. Demographics include gender, age, education, occupation, and marital status. The measures of constraints to attend sport games, motivators to consume sport media, and sport media consumption substitution intention were adopted from the work of Larkin et al. (2015). Constraints to attend sport games consist of 6 sub-dimensions: Lack of Success, No One to Attend With, Parking, Cost, Weather, and Location. Motivators to consume sport media include 6 sub-dimension: Fantasy, Technological Attributes, Comfort, Safety, Ease, and Enhancement. Fantasy Sport was deemed inappropriate and was removed from this study as it is not as popular in Taiwan The

validity of the measures adopted in the current study was ensured by Larkin et al. (2015). The reliability of the measures used in this study was confirmed with Cronbach's alphas ranging from .89 through .96. Multiple Stepwise Linear Regression was performed for hypothesis testing with sport media consumption substitution intention as the dependent variable along with the motivators and the constraints as independent variables. SPSS 21 was used for data analysis with the significance level of .05.

Results and Implications

The results from regression analysis indicated that Comfort ($t=3.79$, $p<.001$), Safety ($t=4.64$, $p<.001$), Enhancement ($t=3.00$, $p=.003$), and Cost ($t=2.79$, $p=.006$) significantly predict sport media consumption substitution intention. The findings from this study implied that both motivators and constraints significantly predict sport media consumption substitution intention, which supports the proposed hypothesis in this study. This current empirical study enriched the sport management literature in that it provided scientific evidence with respect to motivators and constraints of sport media consumption substitution intention from the Taiwan perspective. This study served as a pilot study for a large scale study in the future. In addition, cross validation is needed to ensure the generalizability of the present study.

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A Study on the Use Intention of Mobile Reservation System for Spectating Korean Professional Baseball by Using TAM Model

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Background

The Internet gives sports consumers easy access to information about their favorite teams and products. As the number of Korean professional baseball fans increases, mobile reservation systems have started to use the Internet and mobile application as a marketing tool. The purpose of this study is to understand the intention of users of Korean professional baseball mobile reservation system by applying technology acceptance model (TAM). The Technology Acceptance Model (TAM) was first proposed by Davis in 1986 to predict and explain the behavior of informed users. Originally focused on predicting user acceptance of information technology systems, the TAM includes two main beliefs as predictors for Intention to Use technology systems: Perceived Usefulness and Perceived Ease of Use. Davis (1989) found perceived usefulness and perceived ease of use through various literature surveys such as expectations theory, determinism of behavior, were found to be the main variables influencing the users' acceptance and use of information. The theoretical importance of perceived usefulness and perceived ease of use as determinants of user behavior is indicated by several diverse of research. “Perceived usefulness” is defined as the degree to which a person believes that using a particular system would enhance his or her job performance. “Perceived ease of use”, in contrast, refers to the degree to which a person believes that using a particular system would be free of effort (Davis, 1989). Previous studies of the TAM have found it useful in the offline context. In addition, several scholars have found support for the usefulness of the TAM for understanding user behavior in the online context (Porter & Donthu, 2006; Hur, Ko, & Claussen, 2012).

Aim and Research Design

This study was conducted for those who have used mobile reservation service in the last 5 years. Convenience sampling was conducted and 237 questionnaires were analyzed after data cleaning. SPSS and AMOS software was used to conduct frequency analysis, confirmatory factor analysis, correlation analysis, and structural equation modeling to analyze the collected data. The hypotheses of this study are as follows.

- Hypothesis 1. The interest of Korean professional baseball games will affect perceived usefulness.
- Hypothesis 2. The interest of Korean professional baseball games will affect perceived ease of use.
- Hypothesis 3. Perceived ease of use of the Korean professional baseball games mobile reservation system will affect perceived usefulness.
- Hypothesis 4. Perceived usefulness of the technology acceptance variables of using the Korean professional baseball games mobile reservation system will affect the behavioral intention to use.
- Hypothesis 5. The perceived ease of use of technology acceptance variables of Korean professional baseball mobile games reservation system will affect the behavioral intention to use.

Results

The results of this study are as follows. First, the interest of professional baseball games did not have a significant effect on the perceived usefulness. Second, the interest of professional baseball games had a significant effect on the perceived ease of use. Third, perceived ease of use of Korean professional baseball games mobile reservation system had a significant effect

on perceived usefulness. Fourth, perceived usefulness had a positive effect on behavioral intention to accept mobile reservation service. Fifth, perceived ease of use had no effect on behavioral intention. Davis (1989) mentioned that usefulness was significantly more strongly linked to usage than was ease of use. Other previous studies found a positive relationship between usefulness and behavioral intention (Davis, 1989; Shih, 2004). Those studies also focused on technology use and found a much stronger effect of Perceived usefulness on intention than of perceived ease of use on intention.

Conclusions

In order to achieve the purpose of this study, the following conclusions were drawn from research design, research methods, results, and discussions. Professional baseball interest, perceived usefulness, and perceived ease of use are important variables in intention to use. The results of this study on the relationship can be interpreted as the fact that the user believes that the service will be useful as the reservation service as easy to use. Based on these results, mobile reservation system providers should provide accurate, reliable, and professional baseball information without error on the information system. Users should be able to use the information conveniently while browsing professional baseball advance information on the mobile reservation site.

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Sponsorship of eSports Teams: Antecedents and the Moderator of its Influence on Brand Image and Loyalty

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Aim
The purpose of this study is to investigate the effects of sponsorship of eSports teams on brand image and loyalty. In addition, the moderating role of perceived fit between the sponsor and the eSports team is examined.

Theoretical Background and Literature Review
eSports is a form of sports where the primary aspects of the sport are facilitated by electronic systems; the input of players and teams as well as the output of the eSports system are mediated by human-computer interfaces (Hamari & Sjoblom, 2017). In recent years, eSports have evolved into a full-scale phenomenon. Over 700 million people watch eSports over the Internet or on television globally. The 2017 League of Legends World Championship, for example, was watched for over 4 billion hours, and generated over 73 million online views. With such a rapid growth of eSports industry, sponsorship of professional eSports teams has become an attractive marketing option for global corporations (Jenny et al., 2017; Seo & Jung, 2016). Nonetheless, the effectiveness of the sponsorship of eSports teams has not been empirically examined. On the one hand, conventional sponsorship literature suggests that sponsorship of eSports teams will enhance the perceptions of the sponsors; on the other hand, research on individual's perceptions of and attitudes toward eSports indicate that many people are negatively disposed towards eSports; therefore, sponsorship of eSports team may lead to weaken consumers' perceptions of the sponsoring company. Such competing hypotheses—one predicting a positive effect, and the other predicting a negative effect of eSports team sponsorship—are examined in this study.

Research Design and Data Analysis
An online survey was conducted of eSports fans in South Korea; South Korea was purposely chosen for the survey because it is known as the birthplace of eSports with a very large consumer base, accounting for 14.9% of the global eSports market (KOCCA, 2016). A total of 1,353 usable survey responses were collected. Each participants were asked to rate on forty items measuring the amount of eSports experiences (i.e., the amount of viewing eSports games, using eSports related SNS, and searching eSports news), perceived brand image and loyalty of sponsoring company, and perceived fit between the sponsoring company and eSports team. A series of regression analyses were performed to analyze the data.

Findings and Discussion
It appeared that the amount of eSports viewing of games, and the use of eSports related SNS had positive impact on brand image and loyalty. The influence of eSports news consumption did not affect both dependent variables; however, the interaction between eSports news consumption and perceived sponsor-team fit was significant such that the influence of eSports news consumption on brand image and loyalty increasing with greater perceived fit between the sponsor and the eSports team.

Conclusion and Implications

Despite the negative attitudes among the general public towards eSports in general, consistent with conventional sponsorship literature, the findings of this study suggest that sponsorship of eSports teams can lead to enhance consumers' perceptions of the sponsoring company. This study was performed among eSports fans in South Korea, so the findings should not be generalized beyond the scope of respondents used in this study.

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Effects of Social Impact through Sports on Sport Team and Club Management －Aspects of Community Attachment Point of View

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Background and Aim
In recent years, there has been growing interest shown in the social impact of sport as a tool for regional revitalization. However, not enough is known about 1) why sport has a social impact and 2) how it benefits organizations and events. There is a need for further elucidation of these points. The objective of this study is to research the social impacts of sporting teams and clubs—what kinds of social impacts they have, and what kinds of factors are associated with those social impacts.

Theoretical Background
This uses social identity theory as the theoretical background for the social impacts of sporting teams. Professional sporting teams are the symbols of local communities, and it is thought that local residents deepen their attachment to their local team as part of an in-group. The desire to associate oneself with known successful others (BIRGing) may be a reason for the tendency for people to want to deepen their connection to highly regarded teams. Accordingly, the construction of fans' team identity may be associated with attitude toward the local community and the reputation of the team. Meanwhile, policies for the establishment and development of comprehensive regional sporting clubs are being pursued in Japan, and attention is being focused on the social impact brought by such clubs as an index for evaluating them. Commitment to activities at such a club may serve to deepen connections with local resources and attachment to place. In addition, previous studies have shown that participating in activities at sporting clubs increases the social capital of participants, and social capital may increase attachment to place.

Research Design
To clarify these hypotheses, three studies were conducted. Firstly, to identify the basic relationship between the team and the residents' awareness, Study 1 revealed whether residents' positive feelings toward their local community affect their attitude toward local sporting teams. Using data collected from spectators of American college baseball teams, a multiple indicator model was used to reveal the relationship between psychological home (a sense that one's own identity is linked to a particular place) and team identity. The findings suggest that psychological home has a positive impact on team identity.

Next, in Study 2, to identify how the positive emotions held by the fans of professional sporting teams toward their place and the team's reputation created by the team's activities are associated with team identity, data obtained from spectators of a J. League affiliated soccer club was analyzed. The findings of this study suggest that, while sense of community does not directly increase team identity, team reputation has a significant impact on team identity. Also, because sense of community has a positive impact on team reputation, the findings suggest that attachment to place gives rise to a tendency to hold the home team in high regard.

Study 3 analyzed the impact that local sporting club members' commitment to activities at those clubs and their social capital have on attachment to local community. The findings of this study revealed that, while commitment to sporting clubs has no direct impact on attachment to place, commitment to activities at the club does significantly increase social capital in the local community. Because social capital significantly increases attachment to place, it was found that attachment to place is not directly linked to commitment to club, but is increased through social capital.

Results and Discussion

To summarize the overall findings, "attitude toward the local community," which is one form of social impact brought about by sporting teams and clubs, is associated with residents gaining a real sense of the activities of the team and the club and evaluating those activities. Team management requires the establishment of the team's position as a symbol of the local community and the active engagement in activities that will contribute to the community, as a means of elevating the team's reputation among local residents. The management of sports clubs will also require creating social capital in the form of relationships among members, as a means of fostering attachment to the local community.

Place Attachment in Sporting Event Participants — In Case of Local Walking Event in Japan

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Aim

In recent years, communications between people have become increasingly tenuous, and in some areas, neighbors do not greet each other and people often do not even really know who lives next door to them.

Sport has a role in promoting interactions between people and between regions and in fostering regional solidarity and vitality. It makes a major contribution to the revitalization of local communities in the face of problems such as the dilution of interpersonal relationships. The promotion of sport is expected to have a range of impacts that go beyond just improving competitiveness and winning more medals. Holding sporting events can be expected to enhance the attachment that residents feel toward their region.

Literature Review

"Place attachment" is generally defined as "emotional ties and connections between people and particular places," (Hidalgo & Hernandez, 2001). Hikichi et. al. (2009) reported that the higher value residents place on the physical and social environments of a place, the stronger their attachment to that place. It has also been shown that the stronger the place attachment held by a resident, the more willing that resident is to continue living in that place and participate actively in local activities and the more enthusiastic that resident is toward such things as neighborhood and community-building activities (Ishimori, 2004). It has also been suggested that, when attachment to place is increased, cooperative actions toward the city and involvement in community building are enhanced (Suzuki & Fujii, 2008).

Studies that have shed light on place attachment in the sports domain include a study that shows that the impact of attachment to place on team identity toward the local J. League soccer club is not direct, but is imparted through the team's reputation (Tomiyama, 2014), and a study that suggests that commitment toward a local sporting club, while not directly linked to place attachment, increases place attachment through social capital (Tomiyama, 2016). These kinds of studies have reported that residents' attachment to place is enhanced through sport. Further empirical studies into the relationship between sports and local community are needed. The objective of this study is to classify the reasons for participation in walking events and reveal how those reasons are associated with place attachment.

Research Design and Results

The sample for this study comes from a written questionnaire completed by participants in four walking events held around Japan in 2017 after the conclusion of the event. 176 valid responses were received, with a valid response rate of 100%. The event participants were classified using a reason for participation scale, the result of which the participants were divided into four clusters. After testing of the significant differences between these reasons for participation, significant differences were recognized for all reasons. The 1st cluster was those participants who had no particular commitment to the event and was given the name "invited to participate" group (21.6%). The 2nd cluster was called the "repeater" group (37.5%) due to the fact that the "I enjoyed it when I participated previously" reason received

the most responses. The 3rd cluster had the lowest response rate for “invited to participate” and “enjoyed when participated previously,” so was dubbed the “first-time participant” group (15.9%). The 4th cluster had the highest value for the nine reasons, excluding “enjoyed it when participated previously,” and was described as the “actively want to exercise as family” group (25.0%).

In a comparison of attachment to place for each of the classified clusters, it was found that the 4th cluster had the highest scores in all measures of place attachment. Consequently, it was revealed that sporting event participants can be divided into multiple segments according to the reason for participation, and that attachment to place differs among those segments. The objective of the walking events that were the subject of this study was for families to enjoy walking together. The fact that place attachment was highest in the segment in which participants empathized with this intent and proactively joined in with the aim of enjoying the event as a family may suggest that proactive participation in local sporting events is associated with attachment to place.

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The Development of Japanese Elite Sports Policy: An Olympic Cycle-based Diachronic Analysis

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Aim
Our research focuses on elite sports policy from the Sydney Games—when Japan's elite sports began growing stronger for the first time since the 1964 Tokyo Games—to the recent Rio de Janeiro Games, and analyzes the development of policies that resulted in the increased government involvement in elite sports.

Literature Review
In recent times, many countries participating in international sporting events such as the Olympic Games have engaged in fierce competitions to acquire medals. These countries have begun investing a large amount of public funds for this purpose. This phenomenon has been described as a "global sporting arm race" (Oakley & Green, 2001). Leading sports countries have strategically introduced systems for providing robust training for elite athletes (Böhlke & Robinson, 2009).

In recent years, Japan's Olympic record has been improving. At the Rio de Janeiro Games, the country won 16 gold medals. This is because, like other leading sports countries, Japan has also been investing considerable public funds to strategically train its elite athletes (Sasakawa Sports Foundation,2017).

A considerable amount of research on elite sports has been carried out in Japan at the macro, meso, and micro levels (Kukidome, 2010; Funahashi, 2012,). However, there is little research focused on the elite sport policy evolution. Yamamoto (2008) has engaged in research on the policies that promoted the development of Japan's elite sports up through the Athens Games, focusing on the country's elite sports system and structure. While her findings are important, they cover only up through the 2004 Athens Games and examine a restricted set of policy measures.

Keeping the 2020 Tokyo Games and beyond in mind, Japan has declared that it will even more aggressively implement its elite sports policies . It is, therefore, important that past policy evolution be thoroughly understood in order to plan and implement such policies in the future.

Research Design and Data Analysis
This research was carried out by examining documents related to elite sports, including those from Ministry of Education, Culture, Sports, Science and Technology (MEXT), Japan Sports Agency, Japanese Olympic Committee (JOC), and Japan Sports Council (JSC), as well as interviewing individuals affiliated with the Japanese government and sports institutions and groups. By doing so, we tried to shed light on and systematically grasp the country's sports policies, measures, and projects. Then, we diachronically approached these policies, measures, and projects by examining each Olympic cycle from the Sydney Games to the Rio De Janeiro Games to understand the process that led to the construction of the current government-driven elite sports system.

Results, Discussion and Implications

This research has systematically assessed the diachronic developments in the Japanese sports policies that led to the construction of an institutionalized elite sports system in the country. This system was constructed via a process that can be characterized as follows:

- ➢ Before the Sydney cycle, JOC was financially supported by the national government. During this time, the implemented policy measures and projects for elite sporting success were limited.
- ➢ Since the Sydney cycle, the JOC has developed some government commissioned programme, such as Athlete Pathway, and some other policy measures were gradually implemented. At the same time, the government stopped financial support at the local municipality level and shifted their focus on athletic support geared toward international sporting events such as the Olympics.
- ➢ At the London cycle, JSC sports medicine support began as a national project. Since then, the policy actor for government-commissioned works in elite sport shifted from the JOC to JSC.

The above analysis indicates that there was a shift from a system where the JOC was supported by the government to one in which the JSC carried out projects based on aggressive governmental efforts. The current elite sports system thus developed while changing the roles of the related policy actors.

Another observation from the study is that while it was only in 2011 that the Basic Act on Sport's enactment officially specified the purpose and meaning of elite sports, in reality, it had already begun to be incorporated into the national policy.

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The Monetary Valuation of Volunteer Coaches' Work: A Macro-Viewpoint Study

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Aim

According to Jones Hopkins Comparative Nonprofit Organization Sector Project, which has involved 37 countries, 140 million people engage in volunteer activities each year. This is approximately 12 % of the adult population of these countries (International Labour Organization (ILO), 2011). It shows that the economic value of volunteer work cannot be ignored, therefore, many researchers in various fields struggle to measure the value that volunteer work creates. This is also true for the sports industry. Since there are many fields in sports volunteering, this study focuses on volunteer coaches. One reason for this might be that, despite the fact that understanding volunteer coaches seems to be crucial from the view of policy and human resource management, it is claimed that voluntary coaching is one of the fields that has attracted less research in sports volunteering (Wicker, 2017). Still, there are several studies dealing with the economic value of volunteers that includes coaches (e.g. Vos et al, 2012; Orlowski & Wicker, 2015). But few studies focus on only volunteer coaches (e.g. Orlowski & Wicker, 2016). Another problem is the insufficiency of macro-viewpoint study. Previous studies tended to focus on volunteer coaches of specific clubs. Although these are valuable literature to understand individual situations in detail, it can be pointed out that the literature is unsuitable for macro estimation. Considering the increasing need for measures of the economic scale of the sports industry (e.g. European Commission, 2013), it should be also essential to estimate the monetary value of volunteer coaches' work from a macro perspective. Therefore, the purpose of this study is to estimate the monetary value of volunteer coaches' work from the macro-viewpoint.

Theoretical Background

Since the 1990s, there have been plenty of studies that have tried to evaluate volunteer work, the majority of the most recent studies based on Salamon et al. (2011) since they provide a typology of valuation approaches; the replacement cost approach (RCA), the opportunity cost approach (OCA), and the societal benefits approach (SBA). The RCA and the OCA are common approaches in that they both focus on inputs. However, the RCA is recommended as compared with the OCA by ILO (2011).

In sports industry, there are also several studies targeting volunteer work as well. Orlwski and Wicker (2015) suggested two new approaches in addition to those of Salamon et al. (2011) presented by using data on volunteers in German non-profit sports clubs. As a result of comparing four approaches (the alternative-employment wage approach, the replacement cost approach, the leisure-adjusted approach, the volunteer judgment replacement wage approach), they argued that the volunteer judgment RWA looks promising because the monetary value of is not overestimated and the focus is on the value of the task and not on the individuals who perform the task.

On the other hand, regarding macro surveys on coaches, the survey of UK Coaching (2016) seems to be one of the largest surveys to the authors' knowledge. The survey included examining coaching not only in formal sports clubs but also in informal community settings.

It revealed the outline of coaching in the UK. Meanwhile surveys similar to that conducted in the UK are not carried out in Japan at present.

Research Design and Methodology

This research is divided into two phases. The First phase is to clarify how many people engage in coaching as volunteers across Japan. An online survey was conducted because it might be only the way to get information from not only volunteer coaches who may belong to any kind of clubs and schools but also those who don't have any affiliations. In total, approximately 40,000 individuals (over 18 years old) participated in the survey. At first, respondents were asked, "Have you coached in the past 12 months?" Respondents who answered yes were asked about their coaching domain, hours they spent coaching, and appropriate wage for their coaching.

In the second phase, the estimation of the monetary value of volunteer coaches' work, the RCA and the volunteer judgment RWA were used with respect to the reason explained in the previous section. Throughout the RCA analysis, the wage data released by the government and organizations will be adopted for estimation.

Results

Data collection has already been done but is being analyzed now, the specific results will be announced at the conference. Some results are as follows. Approximately 6 % were engaged in coaching in the past 12 months. Comparing with the result of the UK survey (6%), it can be said that the percentage of voluntary coaches is relatively close. And about 70% of coaches were volunteers. This reveals that the workforce of coaching in Japan owes a lot to volunteer coaches.

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Comparison of Donor Motivations in National Collegiate Athletic Association (NCAA) Division I vs Division II

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Aim

The purpose of this study was to a) reexamine the factor structure of the Athletic Donor motivation scale in a NCAA Division II athletic program context; and b) identify the prominent athletic donor motives specifically in a NCAA Division II athletic program setting.

Background

Continuous economic downturn and ongoing budget cuts poses higher education with profound challenges which has a direct impact on the collegiate athletic programs. In response to the ever-changing landscape of the fiscal environment, athletic programs have become increasingly dependent on financial support from their alumni and boosters. Relying on their alumni and booster, some of the successful athletic departments have been able to offset budget shortfalls and make capital improvements (Ko, Rhee, Walker, & Lee, 2014). There currently exists three major divisions within National Collegiate Athletic Association (NCAA), yet in academia majority of the sport management studies on college sport tend to focus on Division I level. Particularly within the donor motivation literature, a plethora of donor motivation studies exists, but mainly on NCAA Division I athletic programs. Prior studies overall have advanced the knowledge of giving to athletics, yet there still exists an overall lack of comprehensive understanding within the non-Division I level. Given that each athletic department functions differently (Gladden, Mahony, & Apostolopoulou, 2005), as well as considering the fact that institutional difference can also have a huge impact on athletic donor motivations, it is reasonable to hypothesize that there exists a difference amongst different level of divisions. As such, the current study attempts to fill this gap that exist in the literature.

Methodology

Initially a self-administered postal mail survey was sent out to approximately 1,000 actual donors. As a way to increase the response rate, a follow up post card was sent to all potential participants two weeks after. This resulted in a total of 340 responses, resulting in a 34% response rate. For the purpose of this study, a total of 232 were deemed usable and used for further analysis. The average age of the participants was 35.17 (SD = 10.03) ranging from 23 to 77 years old. Majority of them were male (69.4%). Approximately 90% were Caucasian, while 5.6% identified themselves as African-American, and 4.7% Asian. A large proportion of the participants (80.2%) reported an annual income higher than $60,000. To measure athletic donor motivation, Ko et al.'s (2014) 25 items-scale was modified for this study. This scale was developed based on Alderfer's (1972) ERG theory. This scale measures three main dimensions of the ERG theory: (1) Existence needs, (2) Relatedness needs, and (3) Growth needs. Each item was scored on a 5-point Likert scale ranging from strongly disagree (1) to strongly agree (5). To, a confirmatory factor analysis (CFA) was employed to assess the overall fit of the model, while the reliability of the scale was assessed using Composite Reliability. To identify the prominent motivational factors, the means and standard deviations were examined.

Results

Vicarious Achievement, Philanthropy, and *Commitment* were identified as the three primary motivational factors in the current study. What is noteworthy is that compared to prior studies, *Tangible Benefits* was not found as a key motivational factor. In conclusion, as hypothesized, such findings suggest different salient motivations exist that are specific to different division levels.

Contribution and Implications

This study makes contributions to the existing literature on charitable giving and sport marketing literature by replicating and extending Ko et al. (2014)'s model. While the original model was developed based on the ERG theory, using the NCAA Division I-A, Football Bowl Subdivision university donors, the current study tested the measurement model with a broader sample, and more importantly in a different setting. Additionally, findings of this study provide sport marketers with a systemic understanding of donor motivation in college athletics. In particular, this study provides important evidence that Vicarious Achievement, Philanthropy, Commitment and Power as primary motivational factors in NCAA Division II program. Such findings provide an insight into what motivate an individual to give and needs they attempt to fulfill. Armed with this information, sport marketers can focus on addressing their needs and develop effective marketing communication strategies.

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Other than Athletic Performance? The Pursuit of Student-Athletes' Academic Psychological Capital and Well-Being

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Aim

Due to the competitive environment in collegiate athletics, many universities have been faced with a variety of huge challenges such as assault, cheating, and drug abuse (Hums & MacLean, 2004). Even under the amateurism principle, student-athletes are pressured to achieve athletic performance, resulting in high levels of stress, anxiety, and burnout. Accordingly, sport management and psychology studies have focused on determining the factors that decrease athletes' stress levels and help to overcome performance slumps. However, positive organizational behavior scholars (Luthans, 2002) have recently argued that taking a positive approach to individual strengths is a pivotal component for not only promoting individuals' well-being but also achieving sustainable competitive advantages. In doing so, it is time to consider positive psychological capital beyond higher performance in amateur sport teams. The current study provides a conceptual framework to answer the following research questions: (1) how to promote student-athletes' academic psychological capital? and (2) what is the role of academic psychological capital on student satisfaction and their well-being?

Theoretical Background

In promoting student development in the academic setting, student engagement plays a crucial role in desirable outcomes such as cultural attitudes, positive self-concept, communication and, learning skills (Gayles & Hu, 2009). There are four areas of student engagement closely related to student development: (1) interaction with faculty members, (2) interaction with students other than teammates, (3) participation in student organizations and other activities, and (4) participation in academic related activities. In regards to student-related outcomes of student engagement, little attention has been paid to their psychological capital and well-being. The concept of psychological capital focuses on individuals' strengths and how they thrive in organizational settings. While the influences of psychological capital have been empirically examined in various business and educational settings, only few studies (e.g., Kim, Perrewé, Kim, & Kim, 2017) recently discussed the impacts of psychological capital on positive organizational behavior outcomes in the context of sports, especially for student-athletes. Through various empirical tests, it is concluded that psychological capital consists of the psychological resources of hope, efficacy, resiliency, and optimism, and it emphasizes not only state-like capacities but also a pursuit of positive impacts (Luthans, 2002).

Research Design and Data Analysis

The conceptual framework consists of three main components. First, the proposed conceptual model includes the propositions that each sub-construct of student engagement (e.g., interaction with faculty members) enhances their academic psychological capital. The results of Gayles and Hu's (2009) study concluded that student-athletes' engagement showed higher levels of cognitive and affective outcomes in the context of intercollegiate Division I schools. Similarly, we assert that more engaged students are likely to have a high level of academic psychological capital by experiencing more interactions with faculty members and other

students. Participating in academics and other educationally purposeful activities can positively contribute to their personal development outside of the classroom and off the fields. Second, the proposed conceptual model includes the postulate that each student-athlete's academic psychological capital influences the level of their student satisfaction and their well-being. Student-athletes with high levels of psychological capital may be more motivated to create a plan and pursuit realistic goals, which enhance their belief about better performance. Because student-athletes' positive academic experiences, they are more likely to be satisfied with their academic work. More importantly, through their psychological functioning through subjective experiences, academic psychological capital ultimately promotes their psychological well-being, including six dimensions (Ryff, 1989): self-acceptance, positive relationship with others, autonomy, environmental mastery, purpose in life, and personal growth.

Results and Conclusions

This model is an initial attempt to describe how student-athletes' engagement can enhance their satisfaction as a student and psychological well-being through academic psychological capital. The inclusion of student-athletes' academic psychological capital and well-being offers another criteria of student-athletes success in sport management. In practice, this model directly contributes to athletic departments and sport teams in colleges and universities by providing a new framework for creating more competitive and positive collegiate sport teams.

Public Acceptance of Competitive Sport Policy in Taiwan: Antecedents and Prediction

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Aim

The pursuit of the success of international sport competitions has been a primary goal for many countries in the world (De Bosscher, Shibli, van Bottenburg, De Knop, & Truyens, 2010). Similarly, competitive sports have been one of the critical elements during the development of sport policy in Taiwan. Public acceptance is regarded as an important part for the promotion of any public policy. However, there has been a dearth of empirical study on public acceptance of competitive sport policy in particular. As such, this study was to develop and test the scale for measuring the antecedents (causes) of public acceptance of athletic sport policy.

Theoretical Background and Literature Review

Literature has argued that a variety of factors need to be considered when developing nationwide athletic sport policies such as financial support, an integrated approach to sport policy development, foundation and participation, talent identification and development system, athletic and post-career support, training facilities, coaching provision and coach development, international and national competition, and scientific research (De Bosscher, De Knop, van Bottenburg, & Shibli, 2006). In addition to the aforementioned factors, public acceptance is another issue that needs to be considered. Public acceptance refers to the positive or favorable attitudes the public holds toward a policy (Funahashi et al., 2015). Perceived benefits regarding the policy, perceived risks associated with the policy, and trust in the organization that implement the policy are the most critical factors for the public acceptance of a certain policy (Chen, Lin, & Cheng, 2013; Siegrist, 2000; Visschers et al., 2011). Based on the social-psychological mechanism, a recent study regarding public acceptance of athletic sport policy in Japan conducted by Funahashi et al. (2015) indicated that Japanese government has to improve individuals' level of trust in the organization that implements the sport policies in order to increase the perceived personal and social benefits of the sport policy among the public.

Methodology and Data Analysis

Approved by the Research Ethics Committee at National Taiwan University, this current study was carried out from August 2016 through July 2017. The multiple studies with cross-sectional design were performed. The scale development of antecedents for public acceptance of athletic sport policy followed the procedures suggested by Churchill (1979). More specifically, Study I involved item generation, selection of item, and the confirmation of content validity. Study II focused on the exploration of tentative factor structure and the examination of reliability of the scale. Study III dealt with the generalization of the factor structure. Study IV involved the cross validation of the scale. The scale of public acceptance was adopted from the work of Funahsshi et al. (2015) using 7-point Likert scale. Local residents in Taiwan aged over 20 years old were the target population in this study. In-depth personal interviews of 6 respondents as well as 921 online surveys were utilized for data collection for different study. Descriptive statistics, exploratory factor analysis, confirmatory factor analysis and multiple stepwise linear regression were performed for data analysis.

Results, Discussion and Implications

Results from exploratory factor analysis and confirmatory factor analysis led to five antecedents including "The degree of concern about athletic sport policy," "The degree of trust in sport authority organization," "The perception toward the assistance system provided to athletes," "National identity triggered by athletic sport," and "The degree of transparency of athletic sport funding allocated." Multiple stepwise linear regression was further performed using "Public acceptance of athletic sport policy" as dependent variable and the five aforementioned antecedents as independent variables. Findings indicated that "The degree of trust in sport authority organization" and "National identity triggered by athletic sport" significantly positively predicted "Public acceptance of athletic sport policy." The findings from this present study provided insightful information as to how to improve the level of public acceptance towards the nationwide athletic sport policy. Other issues such as culture may be an interesting direction for future study.

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A Study on Souvenirs Purchase of Pyeongchang Olympic Games by using Extended Goal-directed Behavior Model

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Aim, Background and Hypotheis

Souvenirs are recognized as statistical units and serve as a lens to view their social culture (Shelly 1993). Also, purchasing souvenirs is an established act that involves many activities, including travel and leisure activities (Wilkins, 2011). To commemorate the people's experience of the 2018 PyeongChang Winter Olympics, souvenirs of the Winter Olympics such as t-shirts, dolls, clothes, and coins were sold in various parts of Korea. In this regard, many people buy souvenirs of 2018 PyeongChang Winter Olympic Games, but it is a reminder of the memories of the 2018 Pyeongchang Winter Olympics. Also, it can be said that this is because of the high value of 2018 PyeongChang Winter Olympic brand. We will examine the decision process more closely about the popularity of 2018 Pyeongchang Winter Olympic souvenirs and the reasons for their purchase.

Perugini & Bagozzi (2001) proposed a goal-directed behavioral model to overcome the limitations of existing planning action theory. In this model, all the existing variables of the theory of planned behavior are included, but their dynamics influence indirectly the behavioral intention by the aspiration, which is one of the newly presented variables. Moreover, enthusiasm can be defined as an intense emotional state that an actor has about a target object including people, things and actions. In addition, attempts to construct an extended goal-directed behavioral model by including factors such as prior knowledge can provide an opportunity to further develop the research model. Pre-knowledge has a tendency that classification criteria of products are refined and elaborated when the consumer's prior knowledge is high, and the evaluation ability of the product purchase tends to be improved. The evaluation process of the product is automated, (Bettman & Sujan, 1987; Johnson & Mervis, 1997). The purpose of this study is to analyze the structural relationships among the major factors that determine the purchase of the 2018 Pyeongchang Winter Olympic souvenir using the extended goal - directed behavioral model.
The research hypotheses of this study are as follows.

- H1: The attitude toward purchase decision of 2018 PyeongChang Winter Olympic souvenir will have a significant influence on the aspiration.
- H2: The subjective norm for purchasing souvenirs of 2018 PyeongChang Winter Olympic will have a significant effect on aspirations.
- H3: Perceived control of 2018 PyeongChang Winter Olympic souvenir purchase decisions will have a significant impact on aspirations.
- H4: Positive anticipation about 2018 PyeongChang Winter Olympic souvenir purchase decision will have a significant effect on aspiration.
- H5: Negative anticipation of 2018 PyeongChang Winter Olympic souvenir buying decisions will have a significant impact on aspiration.
- H6: The desire for 2018 PyeongChang Winter Olympic souvenir purchase decision will have a significant influence on purchase intention.
- H7: Prior knowledge of the 2018 PyeongChang Winter Olympic souvenir will have a significant impact on aspirations.

➢ H8: Prior knowledge of 2018 PyeongChang Winter Olympic souvenir will have a significant effect on purchase intention.

Research Design and Data Analysis

Measuring tools were modified and supplemented by Han and Hwang (2014) as a questionnaire modified and supplemented by Han and Hwang (2014) in accordance with the Korean emotion, using a goal - directed behavioral model developed by Perugini and Bagozzi (2001). The components of the question consist of four items of attitude, four items of subjective norm, four items of intuition control feeling, three items of positive anticipation, three items of negative anticipation, three items of eagerness, and four items of purchase intention. The prior knowledge was used by Rao and Sieben (1992) to modify the scale used in this study and consists of four items**.** The subjects of the study were 300 people who visited the 2018 PyeongChang Winter Olympic Games, and 280 samples were collected by the convenience sampling method. All questionnaire items were prepared by self - assessment method. The collected data were analyzed by frequency analysis, reliability analysis, confirmatory factor analysis, correlation analysis and structural equation model analysis using SPSSWIN program and AMOS.

Results

The results of this study are as follows. First, positive anticipatory emotions, negative anticipatory emotions, and prior knowledge have a significant effect on desire. Second, attitude, subjective norm, perceived behavioral control did not affect the desire. Finally, prior knowledge and desire have a significant effect on purchase intention.

The purchase of the 2018 PyeongChang Winter Olympic Game Souvenir was able to know that it decided to purchase the special event of the Olympic Game simply by memorizing the souvenir in advance. Therefore, it can be seen that the promotion of the brand of souvenir can be affected according to how to promote in advance.

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Relationship between Sport and Social Capital: Considering by Individual Factors

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Introduction

Recently, "local development" is frequently discussed against the backdrop of decrease in Japan's population. Therefore, sports are expected to contribute towards local development from various aspects. There are a number of different factors and indicators to measure local development. However, it proves difficult to reverse the current demographic trends and stimulate economic development due to depopulation in Japan. Moreover, it is necessary to maintain social networks among local communities while focusing on the social effects of sports as local development. Therefore, this study focused on social capital for local development and examined how sports could contribute to the development of local communities by encouraging the social capital towards the community.

Theoretical Background and Literature Review

There are a number of definitions associated with social capital. In this study, we used Putnam's theoretical framework. Putnam (1993) defined social capital as "features of social organization, such as trust, norms, and networks, that can improve the efficiency of the society by facilitating coordinated actions". Putnam pointed possibility that the trust is generated by participation in networks. Therefore, networks such as participation in sports in local districts, particularly joining sports clubs may help to enhance trust and positively influence local communities.

Previous studies considered the relationship between sports and social capital from the sports club participation aspect. Burnett (2006) attempted to assess the impact of community sports clubs as the sports development programs in Africa and concluded that participation in such programs interfaced with other normative social institutional spheres to generate social capital at an individual and community level. Walseth's (2008) interviews with fifteen female athletes revealed that young immigrant women managed to create a bridge between social capital and sports clubs. In Japan, Okayasu et al. (2010) looked into social capital based on sports club types and found that comprehensive community sports clubs scored higher than traditional ones.

Previous studies indicated that sports are related to social capital, but most of these studies were case studies conducted by people in sports clubs and did not compare them with those who did not belong to sports clubs. Results are expected to differ based on individual factors such as gender and age of the participants. Previous studies did not adequately mention whether these differences relate to social capital level.

Research Design and Hypothesis

To shed further light on this point, it is essential to use representative data sampled within the county. The data suggests a relationship between sports and social capital from a macro perspective. Furthermore, it is possible to identify who has to increase participation in sports and how it is linked with social capital based on the evidence.

Thus, this study sets a research question and hypothesis as follows:

- ➢ Who participates in sports clubs? Hypothesis 1: young adult males, elderly adult females participate in sports clubs.
- ➢ Do differences by RQ1 influence the level of trust? Hypothesis 2: There are some cases that differences in participation in sports clubs do not relate to the level of trust.

Method and Analysis

We used the data gathered through "SSF National Sports-Life Survey 2012", which has been conducted every other year since 1992 by Sasakawa Sports Foundation (SSF). The data is released in WEB as an open data. That means everybody can use the data upon application. The survey in 2012 investigated people aged 20 and over who live in Japan by quota method and gathered 2,000 samples by leaving method. The survey includes various questions related to physical activity. In 2012 survey, themes such as "generalized trust" and "activity of community" were included in the questions to measure social capital which was made by reference from a survey conducted by Cabinet Office, Government of Japan.

We will analyze the relationship between social capital as a dependent variable and individual factors (gender, age etc.) and sports activities (participation in sports clubs etc.) as independent variables.

Results

We will precisely present the results and include discussion and conclusion sections in the poster.

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Practical Study of Sports Events to Solve Social Problems – A Study of Sports Garbage Pickup Tournament in Japan

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Aim

The sports GOMI convention that fuses sports and environmental activities was held 552 times by the end of December 2016, with 62,989 people participating in total. Since the holding revenue at 1 tournament is over 300,000 yen, it has raised sales of about 165 million yen or more so far. Recently, IOC channel was also introduced in the competition

Theoretical Background

Mori etc. (2015) investigated the environmental consciousness such as the reaction and impressions of the participants seen after the sports GOMI convention from 2011 to 2013. According to the survey results, children who experienced picking up sports GOMI had greater environmental education effect than adults and had sustainability. Participating children tend to decrease resistance to picking up rubbish and resistance to separation of garbage and to reduce the number of people littering.

Methodology

We conducted a qualitative survey on semi-structured interview on April 3, 2017 at the Japan sports GOMI federation representative Kenichi Mamizuka (general corporate social sports initiative). We analyzed using marketing mix analysis method.

Results and Discussion *

As a Place of Sports GOMI Competition, it can be held anywhere because it will become a competition area anywhere, such as towns, coasts, mountains and mountains. Next, as Price, the participation fee is free. However, municipalities and companies have borne more than about 300,000 yen. Promotion has only media exposure by public relations, and there are many referrals from local governments. As Product, ① It can participate by anyone from small children to small to medium and high school students, adults, elderly people, people with disabilities, so that anyone can enjoy it. In addition, ② organizations such as municipalities, enterprises, residents' associations and NPOs are administrative secretariat and are operated according to prescribed official rules. It is an activity to cooperate with each other in areas such as government, local government, schools and companies, so that you can involve the area. ③ It consists of a team by 5 peoles. As a rule of sports competition, it is a sports competition in which garbage is picked up in the designated area within the time limit, competing points by amount and quality of garbage. Points weighted according to the type of garbage are decided such that one hour is the competition time, the plastic kind is 100 grams 10 points, the smoking of the cigarette is 100 grams 100 points, etc. It is calculated from the garbage collected by the team. The rank is determined by the total points to be made. As areas are defined, strategies such as which route to absorb garbage is also important. Received prizes from sponsoring companies and others, the awards ceremony of the sports competition will be held.

The goal of the Japan sports GOMI federation is that the sports GOMI convention itself disappears from the world. The reason why sports GOMI conventions cannot be held is that garbage does not exist on Earth. In other words, it means that the social problem has really been solved.

Conclusion and Implications

The sports garbage picking tournament creates gaming properties by incorporating sports competition elements into environmental activities called garbage picking. Since everyone from children to adults can participate, we are revitalizing community communication. In addition, this know-how of the sports event is used to solve social problems in the area. Focusing on cases of overseas practice in Russia and Myanmar and snow scraping in front of a solitary senior citizen, they are developing diversely.

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Experimenting Application of Futures Foresight Knowledge to Business Idea Creation in an Educational Setting in Sports Business

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Aim

Organizations in all fields of economic activity – sports business included - depend on new opportunity recognition and exploitation. To succeed they need a flow of new ideas (products, services, business models). Advances in technology and business models send waves of creative disruption, and the winners at the marketplace can turn these discontinuities into advantage.

This research aimed at testing the combination of futures foresight-based knowledge of change drivers in sports industry (Saukkonen & Lundén, 2017) and fast-paced idea generation. The aim of the research was to see if; 1) feeding in data from earlier research ("future context") impacts the quantity of the ideas generated 2) if the amount of contextual data impacts the ideation output 3) find areas of further development and studies on the idea generation for sports business.

Theoretical Background and Literature Review

Various studies have discussed the arrangements leading to enhancement in the quantity and quality of ideas created in innovation processes. The proponents of the "quantity view" stress the high uncertainty related to innovation processes. Thus it is more likely to find the one groundbreaking idea from a vast pool of ideas that was created with an open approach (Thanasopon et al., 2016). On the other hand, quality of ideas may be increased if the individuals and teams involved with ideation are given relevant contextual data to support their process (Nicolettou et al., 2016; Bellantuno et al., 2013; Girotra et al., 2010). This kind of data-informed ideation means supporting the process with data that describes the current state of things or short-term past. Contextualization can also refer to knowledge of potential future states of things, acquired by use of futures foresight methods i.e. anticipation. Linsey et al, 2011 link the idea quantity and quality to the organization of the ideation tasks and events. Hybrid form of ideation (or Bounded Ideation Theory) is seen as a process that combines the benefits of intellect of an individual and team dynamics and thus works better than solely individual or team-based efforts.

Research Design, Methodology and Data Analysis

The research experiment was conducted as an 1,5 hour ideation sprint inside the undergraduate course of Sports Marketing with a multicultural group of students. Researchers gave an overview of the target of the session and explained the technical issues of the experiment. The group of 30 students was divided to 6 teams by the researchers randomly, and each team was given the same task but with different data to start with. The researchers used as a context future-related data surging from an earlier study (Saukkonen & Lunden, 2016) that identified 6 core trends affecting the Sports Business in Finland at a 10 year interval. Two of those trends and Future Radar illustrations - potential impacts of those trends in Technological, Organizational and Personal level (TOP) - were used in the ideation experiments.

For each of the two trends 3 different types of groups were appointed. The first group started creating with no other support than the statement of the trend and a blank poster base where to place their ideas with post-it stickers. The second group got the trend statement and the poster base with readymade segments for TOP spheres. The third group had in their use the full Future Radar with trend statement and potential impacts as well as poster base readily segmented for TOP. The researchers measured the accumulation of ideas at 10, 20 and 35 minutes intervals. Aim was to know if data-informed ideation supports or hinders creativity and speed of the process. Post-analysis also included analyzing the issue area (T, O or P) that ideas touched.

Results and Discussion

The results show that fast ideation process can be highly productive in what comes to quantity of ideas. The results indicate that giving mere structure to placed sets process pace and productivity down. However, concerning both trends the groups that were given most contextual support in addition to structure created more ideas than less supported groups. Quality of the ideas (their business value) was not directly in scope. However, the participants had the opportunity to keep the best ideas to themselves (and they are not yet protected) and just mark them to posters as "idea X". The groups with less context ae created more of these unique (perceived high quality) ideas than the highly data-informed groups.

Conclusion and Implications

This exploratory study proposes there is underlying potential in applying futures foresight into ideation and innovation processes for new business creation in sports. Future work should develop the process so that right choices of data-informed process vs open innovation can be done. Elaboration and analysis of ideas to study the idea quality is a development step required for full assessment of the process.

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Sport Diplomacy in Iran

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Aim and Background

Although sport diplomacy as a sub-category of public diplomacy has attracted much attention in recent years, but the history back to 9th BC during the first festival of the ancient Olympic Games where the "Olympic Truce" or "Ekecheiria" was signed by Lycurugus of Sparta, Cleisthems of Pisa and Iphiistos of Ellis. They were agreed to suspend all hostile behaviors during the matches to provide pleasure for athletes and spectators. Centuries later, the relationship between sport and diplomacy were reinforced and "Olympic Truce" reminds this relevance. The importance of sports diplomacy was blossomed in 20th century an early 21st century theories, politics and culture in international relations. Like other forms of diplomacy, sport diplomacy happens in a certain arenas and stadiums. The effect of international sport as an independent phenomenon in diplomatic communications among governments, people and other international actors can classified into two main sections:
1) Sport as an effective independent phenomenon on international relations of governments, nations and people
2) The need of sport to international actors to hold its international sport events

Sports Diplomacy is a synergy of insights from two major academic disciplines: International Relations and Political Science. Practically, it involves representative and diplomatic activities undertaken by sportspeople on behalf of and in conjunction with their governments. At its simplest, Sports Diplomacy can be defined as the conscious use of sport, sportspeople and sporting events by state and non-state actors to maximise people-to-people links, development, cultural, trade, investment, education and tourism opportunities. The present study tried to answer this question: policy makers of Iran Know? Want? Or Can? How to use sport as a diplomatic tool for develop international communication after nuclear deal.

Literature Review

In a few qualitative researches conducted on Iran, Chehaby (2001) study entitled “Sport diplomacy between USA and Iran” examines the role of sport diplomacy in political communication between the two countries. He reported that Khatami (Former President of Iran 1998-2006) started a friendly approach adopted in different countries of the world. He suggested that sport as a tool of diplomacy to improve political relations between the two countries, as well as Nixon table tennis diplomatic strategy. Amirtash (2005) in another study entitled “sport and Asian Games the biggest sports event in Asia” study different aspects of the 7thAsian Games in September 1974; the information gained by study Keyhane Varzeshi [Universe of Sport] and Donyaye Varzesh [World of Sport] magazines during those years. 3600 athletes from 25 countries competed in 16 sports (fencing, gymnastics, hockey, badminton, tennis, football, basketball, table tennis, boxing, wrestling, weightlifting, cycling, shooting, swimming and athletics), and 1292 medals distributed among Asian countries that Japan (75 Gold, 79 Silver and 51 Bronze), Iran (36 Gold, 28 Silver and 17 Bronze) and China (33 Gold, 45 silver and 28 bronze) stood on first to third place. In those games china experienced the first participation in a major sport event after 37 years. Gymnastics and Fencing went to Asian Games for the first time too.

Methodology

This study was descriptive and the mixed method was applied due to two main sections: 1) Qualitative 2) Quantitavie; In qualitative method we had 13 interviews with the experts of sport diplomacy in Iran and United States (Snow Ball Sampling), and we prepared a researcher made questionnaire according to literature review and interviews; The questionnaire was distributed among the 225 staffs of foreign ministry, sport ministry and the experts of sport diplomacy as quantitative sample. We used Exploratory and Confirmatory Factor Analysis (EFA and CFA) by means of SPSS to confirm the final format of questionnaire, and the LISREL software indicate the structural model among the components. All in all 10 main components were obtained: Cultural development, international prestige, political development, economic development, anti-isolation and sanctions, peace and friendship, unity and national integration and out of the dark side.

Conclusions

We suggested the Iranian Policy makers to work more about the sport diplomacy as a new non-governmental actor to facilitate the relations with other countries specially western governments like USA and UK. Indeed they need to improve their perception of sport diplomacy and this will be happen by increasing the number of sport diplomacy work shops, books, papers, notes and so on in Iran.

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European Football Marketing and Brand Recognition in America

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Aim

The aim of this research is to examine the effectiveness of European Football marketing efforts in America by measuring the brand recognition of selected clubs from the five biggest leagues in Europe (English Premier League, La Liga (Spain), Bundesliga (Germany), Serie A (Italy), and Ligue 1 (France). Viewership patterns of Americans are also examined to determine which leagues they follow from those listed above as well as Champions League and Europa League.

The purpose of this research is to determine the brand recognition of European Football clubs and their corporate sponsors in America, and what people currently living in the United States see as effective promotion of European Football in America. It also produces a series of categorical data to compare results across different participant categories.

Research Design

The design of this research is nonexperimental survey research relying on volunteer and snowball sampling methods. The researchers developed a website to host the questionnaire which includes a form submit button so that data can be collected anonymously and directly in a .csv format after which the results are analyzed using R. This study is nationwide having been distributed through email, Twitter, and LinkedIn. Individuals representing all ages, countries of origin, and gender have been included. Participants are encouraged to pass the survey along to other interested parties.

Participants in the study are asked a few brief categorical questions (time spent per week watching European Football during league seasons, length of time they have been watching European Football, and overall opinion of the effectiveness of European Football marketing in America) followed by a visual exercise that measures one's ability to identify 36 club logos and 18 corporate sponsor logos using drop-down menus. The clubs included in the study are: AC Milan, Ajax, Arsenal, Atletico, Barcelona, Bayern Munich, Benfica, Besiktas, Chelsea, Dortmund, Everton, Fenerbahce, Feyenoord, Galatasaray, Inter Milan, Juventus, Leicester City, Liverpool, Lyon, Manchester City, Manchester United, Marseille, Monaco, Montpellier, Napoli, Nice, Paris Saint-Germain, Porto, Real Madrid, Roma, Schalke, Sevilla, Tottenham, Valencia, Villarreal, Wolfsburg.

The questionnaire is broken into four parts. The first part measures viewing patterns and the overall opinion of participants as to the effectiveness of European Football marketing in America. The second part is a visual exercise where participants are asked to identify clubs based on club logos using drop down menus. Club logos were photoshopped to remove identifying information such as club names. The third part is a visual exercise where participants are asked to match corporate club sponsors with their appropriate club based on corporate logos using drop down menus. The fourth part asks participants to classify themselves in six different categories for analyzing trends and patterns in the data. The categories included are (1) frequency with which they play the EA Sports FIFA video game, (2) age, (3) gender, (4) region of origin such as Europe, South America, America, etc., (5)

Twitter usage patterns and, (6) region of the United States the participant currently resides in. There are five regions included in the study - Northeast, Southeast, Midwest, Southwest and West.

The study was officially launched on March 20, 2018. As of March 30, 2018, we have received 411 submissions. The overall goal is to receive 1,000+ submissions from all over the United States. This number looks attainable. Data collection will end the last week of April. Many professors who received an invite from the researchers chose to use it in their sport marketing classes as an exercise which continues to bolster numbers.

Results

- European Football brands are recognized more by Americans in the Northeast, Southeast and West regions than in the Midwest and Southwest Regions.
- English Premier League has the highest viewership patterns and brand recognition of any European Football league in America.
- The major brands of Barcelona, Real Madrid, Manchester United, etc. are recognized by many Americans who indicate they do not watch European Football.
- Corporate club sponsor logos are not recognized by most Americans.
- Americans who play a significant amount of the EA Sports FIFA video game can identify a significantly higher number of clubs than those who do not play.
- A significant number of Americans indicate that they use Twitter regularly to follow sports.
- All regions are participating in the study producing high *n* counts in each for final analysis thus producing a balanced pool for comparison.

Implications

Conducting this research allows sport marketing practitioners to understand the attitudes, viewership patterns, and brand reach of European Football clubs. It can help them develop marketing strategies by identifying populations who receive their marketing messages as well as identifying markets where European Football is hoping to continue to grow by capturing new fans.

Testing Leisure Constraint Negotiation Model: An Analysis of Community Sport participants in China

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Background
Regularly sport participation plays a significant role in improving people's physical and mental health (Wall, Zhang, Pearson, Martin, & Meyers, 1999). Accordingly, a large number of countries and regions have launched various strategies to promote the development of their domestic community sports, such as the *National Sport and Active Recreation Policy Framework* in Australia, the *Active Communities* in England, and the *Enhanced Participation* in Canada.

The significant achievement in elite sports and economy has not fully translated into the development of mass sport participations in China, leading to the spread of "wealthy illnesses" and unhealthy lifestyle among Chinese people. To promote physical and mental health of residents and form a stronger foundation of sport culture, more attention should be directed to community sports. Since its outset, leisure constraint negotiation model has gained extensive attention and spurred a variety of interdisciplinary research efforts directed toward either utilizing the model as the primary theoretical framework or empirically substantiating the theory. However, contrary to the prevalence of leisure research in general, there was a dearth of research delving into the sport participation in China. Taking community sport in China as an example, this study tested leisure constraint negotiation model.

Method
The questionnaire used for data collection in this study consisted of four parts (i.e., demographics, community sport constraint, negotiation, and participation). All measured items were based on existing validated scales in previous studies (Carroll & Alexandris, 1997; Hubbard & Mannell, 2001; Son, Mowen & Kerstetter, 2008). All items used were adapted to be suitable for the study context (i.e., community sport). A total of seven items adapted from Hubbard and Mannell (2001) were used to measure intrapersonal constraint (two items), interpersonal constraint (three items), and structural constraints (two items) associated with participating in community sport. Negotiation was assessed with seven items that were adapted from Son, Mowen, and Kerstetter (2008) leisure negotiation scale. The refined scale was rated on a 7-point Likert-type scale, with responses ranging from 1 (strongly disagree) to 7 (strongly agree). Community sport participation was measured by a self-designed participation scale, including three questions: "how many years have you participated in community sport", "how many hours per week do you spend on community sport participation", "how much money per week do you spend on community sport participation ". Data were collected via an electronic survey. It was sent out to community sport participants by WECHAT. 784 respondents participated in this survey. Data were analyzed with SPSS17.0 and Amos17.0.

Result and Discussion
Community sport participation were positively related to the negotiation while negatively related to constraints. Constraint was positively related to negotiation. Structural equation modeling (SEM) was run to evaluate the measurement models. The results accepted the modified constraint-effects-mitigation model ($\chi 2/df = 3.846$; CFI = .884; and RMSEA = .060)

which suggested that there was a counteracting process that occurred in the presence of constraints. Although constraints negatively influence participation they also positively influence the utilization of negotiation strategies which mediated the effect of constraints on active community sport participation. In addition, the confirmatory factor analysis revealed that the constraint and negotiation sub-domains were all significant, suggested that these items were useful measures of constraint and negotiation. Differing from the findings of (Hudson, Hinch, Walker, & Simpson, 2010) who found intrapersonal constraints were the principal constraints for Chinese Canadians to take part in leisure activities, the results of current study suggested that interpersonal constraints were perceived as the biggest challenges by community sport participants. Family and friends' opinions played a central role in decision-making process.

Conclusion

This study tested the impact of constraints on participation through negotiation among Chinese community sport participants. The result revealed that leisure constraint negotiation model can examine leisure activities such as community sport. This study accepted the modified constraint-effects-mitigation model, which suggested that the negotiation process played an important role in community sport participation. Interpersonal and structural constraints were the primary factors that prohibit Chinese from participation in community sport. The findings of this study suggest a need to examine the effect of gender, marital status, and participating experience on constraint, negotiation and participation in an effort to better understand community sport participation in China.

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Rethinking School Golf

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Aim
Finnish Golf Union started its new school program in August 2016. Aim has been to change the perspective of teachers and students towards golf, increase physical activity at schools, and attract more juniors to golf.

Purpose and Background
Golf clubs have introduced golf to schools traditionally for more than 30 years. Either school classes have been asked to visit golf course for an introduction lesson or clubs have visited schools and introduced golf with traditional format (iron golf clubs, soft golf ball replicas). In spite of good intention and good effort, this has not worked. Junior memberships at Finnish golf clubs have been declining last six years.

Finnish Golf Union (FGU) wanted to build a new school program and approached stakeholders at the Finnish board of education and the Finnish schools on the move program and asked their help. With launch of a new physical education curriculum (autumn 2016) and goals of Finnish schools on the move program FGU created Drive at school program to support both of these. Main goals for Drive at school program are to increase physical activity in a school day, change teachers and pupils perspective towards golf and, eventually, see an increase in junior memberships at golf clubs. Promise to a teacher is that if they implement Drive at school program in they will implement the new physical education curriculum.

Design and Implementation
From the first moment Drive at school was teacher centered. FGU copied the idea of easy golf equipment from the German Golf Union and their school program Abchlag Schule. FGU chose Short golf equipment that have big club heads and balls that are tennis ball sized. Balls stick to targets where they are hit. From the start golf was just one part of the program. Drive at school followed the principles of new physical education curriculum for Finnish schools. New curriculum was the rock we leaned on when planning drills for the program. In spring 2016 FGU worked with six teachers and their classes around Finland for a pilot version and tested drills and program's philosophy. Simultaneously drills were developed and and filmed for teacher platform. To make programme attractive and as easy as possible to use for teachers became a strategy for the program. Therefore, a web-based platform was created to support teachers in designing Drive at school classes.

Practicing physical functional capacity is one of the key elements in Drive at school - program. Multiple skills are key elements of the programme, including drills to support Move! tests. Move! is a national physical functional capacity monitoring and feedback system for Finnish 5th and 8th grade pupils.

Teacher centered approach has been the key principle of the program. Teacher is the owner and specialist in the program, not fe. golf pro. FGU gets constant feedback and best practices from teachers. Teacher who delivers Drive at school program doesn't have to be a golfer. He/she can use ready-made plans and practice sessions from our free platform for planning classes.

Pupils / students participation is also vital part of the new PE curriculum in Finland. With Drive at school planning program pupils / students can easily plan PE sessions with or without their teacher.

In addition to drills in different functional capacities we have included competition for classes, Olympic education and the game version of school golf: Park golf. A park golf course can be easily set up to a park, school yard, sports facility or golf course.

The first year of the program (2016-17) was aimed at lower level comprehensive schools. FGU recruited 19 teachers to deliver Drive at school workshops for school teachers. On the fall of 2017 program expanded to upper comprehensive schools and high schools and vocational schools.

Results
More than 2500 teachers and golf club instructors have participated to more than 220 workshops for throughout the country. The amount of teacher trainers has reached 28. More than 400 schools and institutions have Drive at school equipment.

Conclusion and Implications
Adjustment is the key in bringing sports to schools in Finland. Instead of pushing sport to school it needs to be adjusted by the teacher and school to fit in. Drive at school is a free service for teachers in Finnish schools (also available in Swedish). It is a way to change people's perspective towards golf and make it more a sport for everybody.

Drive at school program has succeeded in early stages and is expanding to youth organisations, confirmation schools and parishes, and early childhood education. To make golf clubs in Finland understand the importance of versatile physical activity is another story and problem for us to solve.

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Designing the Sport Development Model of Iran

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Aim
Absence of any substantiated literature nor research on the subject of sport development model in Iran, has convinced the author of this paper that a more thorough look into this subject in Iran could indeed enhance the current understanding of the sports development and could help finding a sport development regime in Iran.

Theoretical Background
Sport development is about facilitating opportunities for people to get involved in sport and physical activity (Taks et al., 2014). More specifically, sport development refers to the policies, processes, and practice of facilitating opportunities for involvement in sport, from mass participation to elite performance (Hylton & Bramham, 2008; Green, 2005). Traditionally, the analogy of a pyramid has been used to depict the relationship between mass participation and elite sport. Green's (2005) Pyramid Model of Sport Development suggested that there are three levels of sport development: (a) mass participation which seeks to develop opportunities for everyone to participate in sport; (b) competitive sport which deals with peoples chances to achieve their potential in sport, from taking part for fun and health to competition; and, (c) high performance sport in which athletes are identified and developed for their performance potential. Sport development systems have two main objectives: to increase the number of participants actively engaged in sport and to enhance the quality of performances in sport (Green, 2005).

Methodology and Data analysis
A qualitative research approach into sport development in Iran is seemingly the only viable option of gathering reliable data in the absence of sufficient literature in the subject. A group of seventeen individuals with expertise in this subject were selected and interviewed. Initial findings in the first thirteen interviews lead the author to the conclusion that the gathered data from interviews is facing repetition. To settle this uncertainty interviews were conducted with another four individuals and again this was confirmed.

Results, Discussion and Implications
The results of classification of codes led us to modify Mull et al's Model of sport participation to a model of 6 levels containing: Fundamental skills, Leisure time, Educational sports, Recreational sports, Athletic sports and Professional sports (FLERAP model). In fact, we used the model as a base for designing a developmental model in Iran. According to the experts, currently a comprehensive model for sport development doesn't exist in Iran and all the institutions involved in sports are acting in an isolated manner, without possibility for any sort of meaningful synergy. Considering the above, it is author's understanding that the suggested research model in this article could be the only applicable.

The chart presented in figure below, shows the pyramid model of sport development stages in Iran. As depicted in the figure, fundamental level, including basic and motor skills, is the first level of the development process. Progressing to fundamental level into second level of the model (leisure time), relevant culture-building has a greatly influential role. Despite the

importance of these 2 steps in the sport planning on a national level, it is chronically neglected in sport macro-level planning of sport.

The third level of the model is the Educational sports. Due to important role that educational departments such as schools, colleges and universities play in developing people through the process, the educational sport can be a solid foundation for recreational sports. Furthermore, according to experts the educational level has the best conditions for talent identification. Considering that Iran is a developing country, recreational sport and mass participation may attract less attention in sport policy making comparing to athletic and professional sports. Policy makers have a short sight and are not aware of the great role that recreational and mass participation play in reaching athletic and professional goals. They are focusing on the short effect of athletic and professional sports on the increasing mass participation but this is not a long term effect. Besides the 6 levels of the model, comprehensive training is a very important act that should take place in every single one of them. In order to get the best results from utilizing individual steps on this model, one should realize that all these stages, must be supplemented with adequate training.

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Analysis of the Process of Talent Identification in Iranian Football from the Perspective of Iranian (AFC) Instructors

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Aim
The aim of this study was Analysis of the process of talent identification in Iranian football from the perspective of Iranian (AFC) instructors.

Theoretical Background and Literature Review
The process of finding talented athletes to participate in organized programs is one of the most important issues in contemporary sports (Brown, 2001). The tendency toward talent identification in sports has also increased in many countries in recent years. (Abbott & Collins, 2002). Iranian society is very rich in human talents, and there is an appropriate context in this regard. But, apparently, the root of the problem must be sought in the lack of proper planning and process that probably this problem has deeper roots in the lack of knowledge and ignorance about the real and main problems. Unfortunately, in Iran, talent identification with new methods has received little attention in many different fields. Football is not an exception either. the importance of football in the world is such that the number of FIFA member countries (207) is more than the number of states members of the United Nations (192) (Albert & Koning, 2008) and due to Football Federation statistics, there are more than 200 million active soccer players around the world (Halicioglu, 2006). In many Iranian clubs, it is observed that talented players are identified, and despite the huge costs of a club, recruited at basic levels. By passing the age limit for playing in basic level teams, they are put away, and the club does not have any plan to raise a player in whom it has invested for years. This leads to the waste of fund of the club (Doostdari, 2012). Clubs, Sports Bureau, Sports Federations and Associations, Ministry of Sports and Ministry of Education are organizations active in the field of talent identification in the country. But these activities, in each of the aforementioned organizations, have different procedures and there is not any comprehensive plan or system to be used as the basis for arrangements and actions of these organizations in regard to talent identification. So, the researchers are looking to answer the question from the perspective of Iranian (AFC) instructors that how the process of talent identification in Iranian football is done. Finally, compare the current situation with the ideal situation.

Research Design and Data Analysis
This research was a descriptive-analytical study; in data collection phase, Doostdari et al. (2012)'s questionnaire was used, whose face validity was confirmed by experts of physical education and Sports Science. The reliability of questionnaire was estimated through the use of Cronbach's alpha method (0.91). This study involved 122 participants of Iranian instructors of Asian Football Confederation who were selected based on stratified random sampling method. Descriptive statistics were used to describe the variables and inferential statistics (Chi-square) were used to test the hypotheses of the study at significant level ($p \leq 0.05$).

Results and Discussion
The results of Chi-square test related to the point of view of Iranian instructors of Asian Football Confederation (AFC) showed that the grass-roots scientific method was the best way

to identify football players (0.001), less than 10 years old were the best ages for talent identification (0.001), Football Federation was revealed to be the most important organization in talent identification (0.002), clubs were shown to be the most important institution in developing talents (0.001), trained scouts of Football Federation were demonstrated to be the best and most appropriate group for talent identification (0.001), and being referred by the football academy coaches was shown to be the best way to attract talented football players in Iran (0.001).

It was also discovered that there was a huge difference between the current and ideal situations of the process of talent identification in Iranian football from the point of view of Iranian instructors of Asian Football Confederation.

Conclusion and Implications

Hence, it is recommended that the policy makers of talent identification for Iranian football provide a comprehensive, clear and systematic model of talent identification and development processes for the clubs and football teams, so that the talent identification process helps nurturing football talents more efficiently.

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Speaking with One Voice: Who is SPORT-DEUTSCHLAND and Who Does it Represent?

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Aim and Research Question

Who defines sports-specific rules? The German Sports Confederation (DOSB) as the major national sport organisation in Germany has to follow the rules of the IOC to build an Olympic team. They cannot decide independently about sport regulation. The regulation for each individual sport discipline are set by the particular international sport federations such as the FIFA. Therefore, in the discussion about sport managers and the labour market (Trosien et al., 2017), the question arose: Who is the speaker of the German sports branch? This question becomes even more complex considering that the sport branch includes not only athletes, clubs and associations, but also sport facilities, sporting goods, equipment and other. Keeping this heterogeneity in mind, the question is: Who is "Sport-Germany" (SPORT-DEUTSCHLAND)?, It is the slogan of the DOSB and it seems to be an approach for representing sport as one specific community. But would this community represent only competition sports based on memberships, or truly all sports that's taken place (including informal sport groups, fitness members, individuals, sports in schools)?

Theoretical Background

Certain industries have more or less a nucleus of common goods. Even if the members of a branch are competitors in the first place, they often have federations for special interests and a confederation as a speaker of the branch in general. A "speaker" can be a person or an organisation and is someone named, elected or accepted to speak on behalf of others (Mintzberg, 1973). In politics, the presiding officer of the chamber is the spokesperson of the House, elected by the representatives. The concept of representation builds on theoretical foundation for this research (Pitkin, 1967). In economical areas, there are also speakers of branches (often trade associations for example). In the social sciences as well as in economical sciences there are studies about these speaker models (Maguire, 2012).

Methodology

The sports branch is very heterogeneous, therefore, data from various players of the overall sports branch are necessary to answer the questions. Therefore, various smaller target groups are defined within the sample: sport managers from different sport disciplines, from sport equipment and sport manufacturing companies as well as from sport facilities. Within the long-term study on sport managers and the labour market for sport managers by the authors, this data is collected mainly in interviews with sport managers and some data is derived from the various surveys conducted within this overall research project. Major focus of this abstract is to start a discussion with other scholars about the translation of the speaker model and interest group concepts of other branches to sports.

Results and Discussion

Some data has been already collected and analysed, further distribution is prepared until June 2018. So far the answers indicated that all rules for sports competitions, facilities or equipment have been set by the international or national sport federations. That's not a surprise, because it has to be this way to ensure that the basic conditions of all competition

sports are the similar all over the world and hence, allowing comparisons. If sport federations of the single sport disciplines as well as international federations are responsible for the rule setting, the DOSB has to accept those and the dominance of others in that particular question. This has implications for its self-image: the organisation states in its constitution that it is representing the German sports in all its facets within the society, towards state institutions and other institutions national and abroad (DOSB, 2015). In this generalised interpretation this includes school sports, sports science, fitness and health developments, as the DOSB is responsible for observing and monitoring state and market development next to its own duty to control all regulation for Olympic participation. In reality, the DOSB needs to put more effort in networking and collaboration, to fulfil this role as the speaker of the branch.

Conclusion

Although there are own and independent sports organisations for sport equipment, goods and facilities, every company within competition sports (corporations and federations) have to follow the given rules and regulations by the sports rights holders – otherwise they cannot be integrated into the official local, national or global sports competitions. From these points of view, the DOSB still is the national representative for the competition sports. The organisation has partnered with member-based sport organisations across the country to develop a national interest in sport (DOSB, 2015). But, the sports branch is much more complex, for example it is not clear from the viewpoint mentioned above, whether the DOSB is also the speaker of other organisations of the sports branch such as private-owned gyms. Obviously not, given some major discussions going on between them. Hence, further discussion and studies are necessary to prepare the ground for a sports summit in the near future to speak with one voice.

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Critical Issues and Challenges in Sport Sponsorship in Emerging Countries: The Example of Turkey

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Aim

The purpose of this study is to explore and understand the critical issues and challenges of sports sponsorship in emerging countries. This study covers a time-span of nine years (2009-2018) and eighteen sponsor companies representing ten different sectors. It aims to obtain a descriptive analysis of the sponsorship market in Turkey and compare the current condition with 2009. Research questions of the study include:

- What are the specific objectives of the sponsors in emerging countries?
- Is the sponsorship landscape changing during the years 2009-2018?
- What are the main issues and challenges in sponsorship?

Additionally, attributed meaning of e-sports, corporate social responsibility, big data in sport sponsorship will be examined.

Theoretical Background and Literature Review

Sport sponsorship is becoming an important marketing communication tool, as a result of grooving sports investments and increased number of events hosted by emerging market countries such as Brazil, Russia China, and Turkey. Sport sponsorship is an excellent opportunity for many companies since it enables them to reach consumers through their hearts and minds while allowing them a valuable opportunity to promote themselves and their brands. Sport sponsorship can create a unique emotional connection between the products and the consumers. Sponsorship enables the companies to reach their different marketing goals. For instance, sports event sponsorship provides companies opportunities for promotional activities, such as advertising, publicity, and selling. The objectives of the sponsoring companies can vary according to their target market, the participant or audience demographics of the sport, and the image, type, and scope of the sponsored organization.

Masterman (2007) has indicated that sponsorship is a “mutually beneficial arrangement that consists of the provision of resources or funds, goods and/or services by an individual or body (rights owner) in return for a set of rights that can be used in communications activity, for the achievement of objectives for commercial gain.” Research indicates that sponsorship should be considered as a long-term investment. Additionally, Shank and Lyberger (2015) outlined that the secondary objectives of sponsorship happen over the long term which can lead to increased sales.

Research Design and Data Analysis

In this research, primary source analysis is performed on recorded transcripts generated from in-person interviews with representatives of 18 companies who are actively involved in sport sponsorship in Turkey. First phase of the interviews took place between March-July 2009 and second phase between January-April 2018 using the same questions. Such semi-structured interviews are one of the most commonly used quantitative methods in social sciences, allowing the researcher to examine social processes. And, in-depth interviews further explore the social actor's meanings and interpretations (Blaikie, 2000). Each interview is recorded and

later transcribed. A focused coding process was employed to develop deeper sub-themes, patterns, and strategies (Esterberg, 2002). Data content generated from the interviews was analysed, and the results were examined and compared with regard to the findings in existing literature from 2009.

Results and Discussion

The findings in our study revealed that sponsor companies in Turkey aim to reach society in general rather than concentrating on a distinct group of potential consumers. Creation/development and change in the image of sponsor companies were frequently encountered in international literature (Ukman, 2004; Ruihley, Runyan, & Lear, 2010), similarly sponsors in Turkey indicated their image-related goals. While there are choices about various sports including basketball, tennis, marathon, and athletics, the popularity of the sports plays a vital role in the selection rather than defined strategies. Without question, football is the most popular sports in Turkey, thus receives the most significant share of the sponsorship investments. While some concepts and methods continue to develop during the period from 2009 until 2018 in sport sponsorship ecosystem, some new ideas such as influencer marketing, usage of big data have begun to be shown in practice. Companies in Turkey are aware of the potential of the e-Sports sponsorships. On the other hand, instability of performances of the athletes and teams, lack of well-established sports culture, political intervention in sports remain as challenging issues in the business of sport sponsorship.

Conclusion and Implications

To conclude, in Turkey sport sponsorship become an essential tool for marketing communications. Marketing activities via traditional media have been leaving their place to digital channels as the result of sociological effects of digital transformation. Despite the high investment costs of digital transformation, digital media is strengthening reach and interaction of the sponsor companies. The companies started to show interest in the usage big-data, integration of social media, influencer marketing, and e-Sports. Additionally, sports-based Corporate Social Responsibility (CSR) projects are turning into a new form of sport sponsorships.

However, most of the sponsorships are lacking strategic management and defined goals. Political and economic instability of the country during the last ten years constitute an essential challenge for the development of sport sponsorship market in Turkey

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The Impact of Ethics on the Purchasing Decision-Making of Sports Consumers

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Aim

The consumer is a top priority business. The effectiveness of a free market depends on the amount of consumer perception that is processed by the business environment. A business environment that is unaware of consumer demands cannot perform its duties in a meaningful and effective manner. Consumer ethics is a specific field of business and marketing ethics that has not yet been fully developed (Auger, 2003). Most publications in this field have focused on bad morals to focus on good ethics, as well as on consumer dishonesty, to help consumer ideology or sense of responsibility Business ethics as an academic discipline mainly focuses on moral (or self-critical) critique of business behavior (Hamidi Zadeh, 2012). It is necessary to observe ethical principles by buyers, which is a relatively new and complex phenomenon and has a close relationship with the specific cultural values and values of each society By conducting research and research, it has been investigated and explained.

Theoretical Background

By developing models of consumer ethical behavior, researchers have sought to understand why These models are generally from the theory of planned behavior Ajzen (1985) And suggest that consumers' ethical intentions are driven by personal values, moral norms, internal ethics, and other similar factors. Ethics is a topic that has received remarkable attention in business and society over the last half-century. The first articles on ethical issues were published in the 1960s and were mostly philosophical articles. Research into marketing ethics in the 1970s continued with simple work on this subject. A major part of these studies focused on sales and marketing ethics. Consumer behavior was one of the important issues that were introduced and studied in marketing research. But, paying attention to ethics in consumer behavior is a new issue that has been identified and investigated in the process of reviewing and analyzing consumer behavior and its effects on sales and trade in sports products.

Methodology and Data Analysis

The present study is descriptive and correlation that investigates, to explain the model of measurement. the population in this study included 200 consumers used physical activity in Tehran. completed the ethics position questionnaire (EPQ) Developed by Forsyth (1980) consist coupon proneness (8 items), Idealism scale (10 items) and consumer behavior (4 scenarios). the data were analyzed based on Multiple regression analysis, measuring with the significance level set at 0.05.

Results, Discussion and Implications

The results of descriptive and correlation analysis showed there is significant relation between idealism and consumer behavior but coupon proneness isn’t effective on sports consumer behavior. Those who scored higher in idealism believed that behavior that was ethically correct would lead to positive or positive results. Patterns of the decision making process and the existence of various complexities in the behavior of consumers according to the ethics of commerce. This makes the ethics of the consumer with a decision pattern relevant. As a starting point, one can consider a moral pattern, such as the moral model for the purchase and

sale of Hunt Vitell (1993). A standard behavioral pattern for the consumer can also be considered, such as the rational action theory referred to by intrinsic logic and presented by Ajzen and Fishbein (1980)

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The Impact of Service Quality in the Satisfaction and Perceived Value of Football Clubs about Soccer League Antioquia Service in Colombia

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Aim and Background
Research has focused the study of the influence of Service Quality on satisfaction an perceived value in different sectors (Zeithaml, 1988; Bolton & Drew, 1991; Chiou & Droge, 2006; Bustamante, 2015), including some studies in the sports sector (Mañas, Giménez, Muyor, Martínez y Moliner, 2008; Howat & Assaker, 2012), where it's shown that service quality impact perceived value and in the same time this last construct impact directly overall satisfaction; but it has not been written on the impact of Service Quality in the satisfaction and perceived value of football clubs about Soccer League Antioquia service in Colombia.
The service quality is an overall judgment towards the excellence or superiority of the service, which results from comparisons by customers of expectations with their perceptions of service delivered by the suppliers (Parasuraman, Zeithaml & Berry, 1985), and generally accepted as an antecedent of overall customer satisfaction, because to obtain a high evaluation of sevice quality, the business must offer a consistent set of satisfactory experiences (Galbán, Clemenza y Araujo, 2013), and that relationship is mediate for perceived value, because satisfaction doesn't only depend on the service quality, worth it high quality levels, if customers believe that is improving the value (Bustamante, 2015). So, for Soccer League Antioquia, is important to know how the amateur football clubs in Columbia (CLubsAF) perceived its service and if they're satisfied.

Research Design and Methods
In spite of these proposals, research has shown little attention on the effects of the Service Quality in the satisfaction for NPSOs. The present study aims to investigate this gap by analyzing the impact of e Service Quality in the satisfaction of amateur football clubs in Columbia (CLubsAF) with the Soccer League Antioquia service in Colombia, and the mediating role of perceived value. Used the SERVQUAL, this paper proposes a model to explain the components of the service quality and its impact on satisfaction of NPSOs, mediate by perceived value. SERVQUAL model has been widely used to analyze the determinants of service quality in companies, and the effects of this on satisfaction, so, the 5 dimensions proposed in the SERVQUAL were taken into account (Parasuraman, Zeithaml & Berry, 1985), and the satisfaction and perceived value scales, where obtained from validated studies (Kima, Parkb & Jeonga, 2004; Sirdeshmukh, Jagdip & Sabol, 2002) The main hypothesis (out of 3 detailed ones) is that service quality impact the satisfaction of amateur football clubs in Colombia, mediated by the perceived value.

A quantitative approach is chosen through the use of PLS-SEM method. The items selected for the study were 22 for SERVQUAL scale (Parasuraman et al., 1985), 9 for satisfaction (Kima et al., 2004), and 9 for perceived value (Sirdeshmukh et al., 2002). The collection of the data was carried out with self-administered questionnaires completed by 270 sports and administrative managers of ClubsAF between February and April 2018. For the analysis of the data, the measurement validation of the instrument for formative and reflective constructs was carried out, and subsequently the evaluation of the structural model.

Results and Implications

The results have shown that the League was generating SERVQUAL, and that directly and positively influenced the performance of perceived value (t=18,512; β=0,674) and satisfaction (t=14,144; β=0,719) from ClubsAF. The main finding showed that The SERVQUAL is antecedent of perceived value and Satisfaction in the relationship between the Soccer League Antioquia and its Clubs AF in Colombia.

This study suggests that the SERVQUAL is an important driver for generation of satisfaction and the definition of perceived value form ClubsAF. This implies that the Soccer League Antioquia must focus its efforts on increasing the quality of its service, taking into account all its dimensions.

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SportIn Global – Disrupting the World if Recruiting in Sports.

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Aim
Discover recruiters needs when it comes to increasing their efficiency and understand how to use new technology to improve the current recruiting process.

Research Question: What is the HR-managers challenges when it comes to recruiting top talent for their front office staff?

Methodology and Design
Primary research: Conversations with HR-managers in the global sport industry (mainly Norway and USA), survey among sport organisations.
Secondary research: Data collection and analysis from the areas of; sports business, sports employment, and digital hiring.

In a young but growing industry, the sport industry is known for having a tight community and is small compared to most industries. It is an industry where everyone "knows each other". The global sport industry is currently estimated at $1.5 trillion (*Plunkettresearch.com, 2016*). Our total market, represents around 35 million people, working or studying in sports. This number is expected to reach 50 million within the next five years (PwC, 2016).
During our market research, we spoke with several HR-managers, representing top sport organizations such as; San Jose Earthquakes, San Francisco 49'ers, Oakland A's, and The Norwegian Football Association. In order to understand the organizations needs and challenges, we asked several key questions around their recruiting process and what resources they used today. They all responded with a similar problem; "Lack of budget dollars and slow decision-making process" (Peggy O'Hollaran, San Jose Earthquakes, 2016).
With the biggest challenges being time and resources, we started researching how we could solve their problem. A natural solution, was to look into the digital hiring space. How valuable is it today and what is the current response among HR-managers?

Results and Implications
Digital hiring has become an important tool for hiring managers these days, as they can spot everything they need to find out about a person. It is currently being used at a massive scale internationally and is a hiring tool that will continue to grow. Essentially it is about being where the people in your industry are. As the sport industry, 52 percent of hiring managers across the board, have agreed that "connections are very or extremely important for a graduate to land a job in their field of study" (*Chegg.com/pulse, 2013. P. 3*).

The future trends among HR-managers today, is that nearly 40 percent see the utilization of social and business network as crucial for their hiring process. Where the improvements of this tool affect the quality of candidates, quantity of applicants and the time-to-hire process. Another crucial factor, is the ability to showcase a user's personality, as over 50 percent expressed that they had offered someone a position because they had a feel for their personality (*LinkedIn Global report, 2016*).

Today, we have been able to verify the HR-managers needs and challenges in several countries and sports markets across the world. With that, our conclusion and opportunity, lies into creating a recruiting system that solves their biggest problems; time and resources. Our challenge, is to make their hiring process as simple and effective as possible in order to find the right head for the job. With SportIn Global™ business networking site, we are making this process more direct and efficient for the sport industry. Sports organization will be able to use our recruiting- and personality algorithm, to find the best person for their job. *SportIn Global* is the world's first digital social platform for the sport industry and is accessible on computer and App. This platform is made specifically for sports professionals and students with relevant education and experience. This will be a global platform where Universities, sports organizations and students can be on a single platform with the purpose of building network, gain valuable inside information, and find their next job/co-worker/partner in the industry.

To conclude the abstract, the platform is made with a purpose of changing how sports organizations connect and recruit potential employees, with the use of Artificial Intelligence. With our smart system, we are able to give the organisation a top 10 list of candidates based on their needs. With this solution, they will save time and resources in their recruiting process. Therefore, we are disrupting the world of recruiting in sport.

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Antecedents of Members Retention in Fitness: Study of Fitness Clubs in Portugal

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Aim

The objective of the present study is to understand the members retention antecedents on fitness clubs in Portugal, in the last five years. The fitness market in Portugal, although not exponentially, continues to grow (IHRSA, 2017). This phenomenon, which was expected to be positive for the market, also increased competition between fitness clubs. As a result, they had to adapt to the changes while at the same time try to keep their members as long as possible - members retention.

Background

Members retention is critical in the fitness market because of its impact on the organizations' profitability. For these reasons, there is a great general interest from the academic and professional field to understand what leads members retention. Bodet (2006), in his study explored quality attributes in a sport service and relates consumers retention to perception about the attributes of the service, that is, how the consumer thinks and feels the attributes of that service. The influence of satisfaction on retention has been continuously explored and is a direct determinant factor in customer loyalty, which in turn is a central retention determinant (e.g. IHRSA, 2017). Some studies (e.g. Robinson, 2006) explain the fitness members retention through expectations for services in general and for fitness services in particular. Diener, Tay and Oishi (2013) equate well-being in life, including life satisfaction and positive and negative effects, this variable has already been tested as influential in satisfaction and consumption of fitness. In turn, the frequency of use is referred to by managers as influential, this variable has already been included in empirical studies of the fitness industry (Ferrand, 2011).

Literature Review

The current review of the literature is based on articles published in national and international literature about fitness in Portugal and peer-reviewed, from 2012 to 2017. The research was carried out in the B-on databases and university repositories, considering the analysis of article titles and key-words by considering terms related with the fitness industry (members retention, loyalty, gyms and health clubs), the consumption-related experiences (service quality, satisfaction, expectation, wellbeing, frequency of use), and the future behaviors (behavioral intentions, recommendations, purchase intentions). Only empirical studies conducted within the Portuguese fitness context and testing the psychometric properties of the proposed constructs were considered to be eligible (Biscaia, 2016). In the scope of this research, ten articles were found, of which three were eliminated, because they were prior to 2012. Thus, seven articles were considered in the triage, two PhD theses and thirteen publications of national and international congresses.

Conclusion and Discussion

This review of the literature focuses on studies of the fitness industry in Portugal, from 2012 to 2017, and tries to understand what influences the retention of members in fitness clubs in this current context. Regarding the quality of the service, the results indicate that the perception of the attributes facilities, equipment, human resources and accessibility were the

ones that most influenced the members retention in the Fitness Clubs. The influence of satisfaction on retention was continually reported in the studies under analysis as a direct and indirect variable for retention, but that alone is not sufficient for members retention. Sometimes the members of the fitness club are not satisfied but remain in the club for other reasons (e.g. accessibility, being with friends, kind employees). Likewise, satisfied customers may leave the club or even practice physical activity, due to work changes, personal life alterations, among others. Although most of the studies in analysis refer to expectations with a moderate effect on customer retention in fitness in Portugal, these have a direct relationship in the permanence of the members. Well-being in the Club was the greatest predictor of the intention to recommend and, consequently, retention. Curiously, the well-being in life was identified as having a negative influence on the permanence of the members in the Club. This may indicate that partners who feel well-being in life have no need and/or desire to participate in the practice of physical activity. A study applied in a Club of the biggest network of fitness in Portugal refer the frequency of use to be determinant for member retention in fitness. Thus, we can conclude that the studies in analysis recommend to fitness organizations in Portugal that, in order to retain members, they must match and, if possible, exceed their clients' expectations in service quality, human resources, facilities and equipment. In addition, fitness organizations should continually care about members, paying special attention to those who attend less the Fitness Clubs. Thus, the members' satisfaction should be assessed regularly in order to better predict their future intentions towards the relationship with the Club.

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Profile of a Participant in Triathlon Events

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Background
Knowledge about participants of a sporting event is very important. Sponsors expect from the organizers of such events knowledge about participants - who they are, what are their expectations, how much they are willing to spend during a sports event. Mullin et al. (2007) developed the staircase approach to sport marketing, which describes the involvement of sports viewers. Through the development of mass sports (street runs - half marathons and marathons, obstacle courses, triathlons), earlier viewers become factors contributing to sports events. By this fact, there is a lack of knowledge about them (viewers). Shank and Lyberger (2015) noticed that for sponsors, apart from demographic factors, also aspects affecting the satisfaction of the competition. Edwards and Skinner (2009) appreciate the importance of netnography research.

Triathlon events - whether from the IRONMAN cycle or the so-called "speed" played in cities, are becoming more and more popular. The reason is that more and more people are looking for more interesting challenges than street runs or mountain runs.
Research carried out by the author in 2017 among triathlonists focused on the recognition of sponsors' brands. Analyzing the collected data, it was noted that the correlation takes place through the place of sponsorship exposure, not the size of sponsorship fees. In connection with such results, the next step is to define the player profile itself, so that the sponsors can prepare a more personalized offer.

It is known that preparation for a triathlon is more expensive than for gears (the cost of equipment, entry fee, varied training). Due to the lack of information on the profile of a triathlon player (who he is, whether he has a family, how much money he spends on equipment, competition, how often he trains) it was decided to conduct research on a group of people who competed in the Enea Bydgoszcz Triathlon. In addition, a survey will be conducted whose link to the questionnaire will be placed on the profiles of the sports federation in Russia, Ukraine and the USA. These countries (Eastern Europe) have been specially selected to see the difference in spending, as well as expectations from the event itself (eg efficient registration, quick start, fast cycling and running route). These results will improve the activities of the organizers, but also precisely directed marketing activities of sponsors.

Aim
Identification of the participant profile of triathlon events for marketing purposes.

Research Design and Methodology
The study of triathletes profiles is carried out using the on-line survey method, by sending participants of the Enea Bydgoszcz Triathlon – the largest amateur event in Poland, messages with a request to supplement the questionnaire. Through previous research, the author knows that from a population of 3,000 people, he can get results from about 10% of participants in the event. In addition, the participant's profile, including: 1. length of stay at the party, 2. expenses during the event (catering, accommodation, etc.). Another factor that the organizers

will use after the survey will be information about the best way of marketing activities promoting a sporting event.

At the same time, a study is planned to be carried out in Russia, Ukraine and the USA (questionnaires are prepared), which link will be given on the largest profiles related to triathlon in a given country. An invitation to participate in scientific research (questionnaire) was published on social networks of triathletes from a given country. The end of response of questionnaire will be end on June 2018.

In addition**,** precise determination (for sponsors) of the player's profile for effective marketing activities and for the organizer the result will be the competitors' preferences regarding the most important factors of the event.

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Identifying the Role of Education in the Process of Sport Development in Iran

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Aim

Many factors may affect the sport development process from bottom to top and one of the most important factors is education. Although education has always been considered as an effective factor in the process of sports development, its role in each level of the process has not been studied. Therefore, the purpose of this study is to examine the role of education on each level of sport development process in Iran.

Theoretical Background and Literature Review

Sport development refers to "a process whereby effective opportunities, processes, systems, and structures are set up to enable people in all or particular groups and areas to take part in sport and recreation or to improve their performance to whatever level they desire" (Collins, cited in Eady; 1993). Sport development is about ensuring the pathway and structures are in place to enable people to learn basic movement skills, participate in sports of their choice, develop their competence and performance, and reach levels of excellence (Houlihan & While 2002).

Sport development has long been concerned by sport policy researchers and several models have been proposed in this area (e.g., Eady, 1993; Bramham & Hylton, 2001; Sotiriadou & Shilbury, 2009; Green, 2005; Mull et al, 2005). Mull and colleagues (2005) presented a model for sport development which divided the process into four levels: Educational sport, Recreational sport, Athletic sport and Professional sport. Considering that the Mull's model of sport development is the basis of Iran's comprehensive sports policy system, this model has been applied to explain the role of education on the process of sport development in Iran.

Methodology

A qualitative research approach into role of education on sport development process in Iran seems to be the only viable option of gathering reliable data in the absence of sufficient literature in the subject. A semi-structured interview was conducted with a group of twenty experts with expertise in this subject which were selected using Snowball sampling method. Then, the data from interviews were encoded and analyzed through grounded theory method.

The interview was designed to question "How education can affect each level of sport development model in Iran?" and the rest of questions of interview were based on the answers of the interviewees. Initial findings in the first fifteen interviews lead the author to the conclusion that the gathered data from interviews is facing repetition. To settle this uncertainty interviews continued with additional five individuals and there was a repetition in the information received.

Results, Discussion and Implications

Regarding the process of sports development and considering educational and recreational sport as the basis for development of athletics and professional sports, it can be argued that education can lead to improved performance at higher levels of the process. According to

interviewees, the impact of education on each stage of the development process is significant, but different at each level:
In the first level of the model (educational sports), sport skills, strategies, and knowledge are taught in formal academic courses (Mull et al., 2005). Education in this level, can raise awareness about the benefits of sports participation and provide a person with a commitment to enter the recreational sports level. So educational sports can be considered as the basis of the process and the origin of tendency towards sport participation.

Participation in recreational sports accompanied by proper education, helps a person to improve performance and prepare for entry into a competitive level (including athletics and professional sport respectively). Moreover, at this level, the mass media, as an influential force in the education and culture of sport, can provide an opportunity to reform in public attitudes, while consolidating thoughts, beliefs, values, norms, in the field of sport and leisure. As the performance of the individual reaches a level that can compete (entry to athletic level), education plays a role for improving the performance and directing individuals toward a margin of excellence in performance. At the apex of the sport development model, professional sports, education is critical for maintaining high levels of performance and helps the individual to build a culture for attracting community to participate in sports activities and recreational sports.

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Recognizing and Categorizing of Economic Criteria Affected on Ticket Sales Management in the World Sport Mega Events

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Aim

In the recent years, different sport events have attracted millions of people around the world as player, spectator and fan. The maximum partnership in sport causes the strengthening of economic aspects of sport industry. As ticket sales have the most revenue making for the sport section in the whole world (Wamsly, D 2001). All attentions are focused on sales force actions. With regard to the economic condition of different countries, one of the important factors for spectators' attendance and purchasing sport event ticket is economical variable. It should be noted that determining ticket price, way of payment and its distribution could have an eminent effect on ticket sales (Antti, 2010). Sport Mega events have been noticed recently as one of the most important tools in economic development among cities, countries or even continents. With regard to the importance of mentioned matters, this research intends to analyze the different items like human resource, financial, managerial, infrastructures, technology, research and marketing fields and then recognize and categorize the economic criteria affected on ticket sales management among Sport mega events around the world.

Research Methodology

Based on the objectives, Research methodology has been applied and mixed method (qualitative and quantitative). In qualitative part, it is retrospective which based on library study, deals with considering and comparative study of used methods regarding ticket sales management among selective countries in the whole world as well as sport international events. Statistical society was all countries around the world and statistical sample was: United States of America, England, China, South Korea, Australia, Finland, Canada, Qatar, Germany, Turkey and Iran. The selection of these countries were based on hospitality and medal gaining in Olympic Games, World and Asian Games as well as revenue making in these events. In quantitative part, eegarding 12 sport elites, they were selected among sport mangers from Iran Sport and Youth Ministry and they have valuable experiences in organizing sport events. first of all, a questionnaire designed for dual comparison of criteria and it was distributed among 12 sport marketing elites and then it was analyzed by AHP. Results and findings: By considering sport mega events in 10 selected countries and analysis of Iran status quo in the field of different ticket sales management results showed that Digital and multipurpose ticket with 0/138 points was in the first place and ticket sales via ticket-office with 0/02 points was at the last place. Result in qualitative part showed that in the selected countries what criteria used for managing, distributing of tickets as well as economic revenue.

Conclusion

All findings were based on comparative studies in China, USA, England, South Korea, Canada and so on and also viewpoint of elite sport managers as well as the results of the relevant essays. Regarding the accomplished study in the selected countries, it is understood that government could have a facilitating role in the ticket-selling management, security in event organization, issuance and distribution of tickets and many other things related to the ticket section. It is obvious that suitable relationship between governments makes more

attendance of people in different sport events around the world and all of these items concluded from essays and researches in these countries. Regarding the provided matters, the following suggestion offered:

- ➢ Marketing and sales in the clubs and stadia should benefit all possible potentials including audio-visual media and also published and electronic media in order to increase ticket sales and spectators' attraction.
- ➢ By creating a website for e-ticket-selling, first of all reform the ticket price and then enjoy its benefits such as making a safety environment and providing all facilities.
- ➢ Paying more attention to the ticket pricing and in this regard to consider services facilities, attractive things as well as event importance.

And at the end, we could conclude that each of these factors have different outcomes such as preventing of black market, spectator security, ticket sales, control and event security, moneymaking and so on.

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Relationship Between Managers' Competency and Knowledge Absorption with Entrepreneurship in the Taekwondo Federation Islamic Republic of Iran

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Aim
The purpose of this study is to determine the relationship between managers' competency and knowledge absorption with entrepreneurship in the Taekwondo Federation. The Present study in terms of aim is functional and in terms of strategy, descriptive-correlation and conducted in a survey method. Although the emergence of scientific research on the relationship between entrepreneurship and ethics and ethical work climate is a relatively fresh and relatively recent topic. The question now arises whether the competence of managers and knowledge absorption is associated with entrepreneurship in the Taekwondo Federation?

Theoretical Background
Conoli and McCain (2009) conducted a study on managerial competencies in one of the industries in Ireland, focusing on factors such as decision skills and problem-solving skills. Patritschia Marshall (2008) also has an approach to defining competence and it is one of the characteristics that enables a person to have a superior performance in his or her job. Jane Whitman also considers competence to be a behavior that is necessary for optimal results. Exploratory learning is the same as the acquisition of foreign knowledge and it shows the potential for potential absorption to learn the heuristics of prior knowledge. A high level of exploratory learning helps the company gain outside the organization's knowledge and has a steady performance due to its strategic flexibility, customer responsibility and avoidance of The complementary approach of the process approach to organizational learning does not look at the three processes separately, but sees it as continuous and complementary processes. Complementary learning processes, while being separate, are interdependent and mutually supportive. Due to the limited resources for internal innovation, a high level of one of these processes means lowering another level. Therefore, their effect on innovation and performance is dependent on each other (Zahara & George, 2002; Lin et al., 2002).

Research Design and Data Analysis
The statistical population of this research is directors and employees of the Federation of Taekwondo (200 people), statistical samples according to Morgan table, 127 individuals were considered. Research tool were Entrepreneurship questionnaire Margaret Hill (2012), questionnaire of knowledge absorption is Rajabali Seyghalani, (2012) and knowledge absorption questionnaire was created by Jabari (2011). In order to data analysis Pearson correlation test and regression test were used. The results of Pearson test showed that there is a significant difference between managers' competence and entrepreneurship less than 0.05, There is a significant relationship between managerial competence and entrepreneurship (0.816) and 66% of entrepreneurship variance is determined by the merits of managers. Also the results of Pearson test showed that is a significant relationship between knowledge absorption and entrepreneurship (0.471) and 22% of the variance of entrepreneurship is determined through knowledge absorption.

Findings and Discussion

The results of this study showed that managers' competence and knowledge absorption are related to entrepreneurship. which is why in enterprise entrepreneurship, on the contrary, individual entrepreneurship based on individual experiences, the importance of long-term planning for the growth of individuals in the direction of the missions of the organization and the effective performance of organizational tasks in the future is undeniable. As employees of the Taekwondo Federation increase correctly, employees are more prestigious. Increasingly, customers perceive the value of being, and it seems that the correct component affects employees' feelings can also increase the entrepreneurship of managers and employees. By increasing the strategic thinking in the Federation of Managers and Employees, they will gain a higher level of knowledge and insight, which will increase their creativity and entrepreneurship, and will take practical and innovative decisions in light of the strengths and weaknesses of the Federation.

Conclusion

This means that with the presence of good managers, the level of entrepreneurship is higher. Also, the absorption of knowledge from various sources of sacrifice can lead to entrepreneurship. Regarding the results of this research, the relationship between organizational development component and entrepreneurship in the Taekwondo Federation is proposed to increase the interactions between employees and managers. With the appointment of good managers in the Taekwondo Federation, it is possible to increase the level of youth employment by increasing entrepreneurship. Also, with the growing strategic thinking in the federation, managers and staff will gain a higher level of knowledge and insight, in which their creativity and entrepreneurship will also increase, taking into account the strengths and weaknesses of the federation with innovative and innovative decisions.

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Coach Migration: Emigration or Job Migration?

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Aim

The purpose of this study is to examine the factors of labour migration among sport coaches. In this exploratory study, we seek to capture the positive and negative aspects for Italian sport system of their individual migration context, what their individual perceptions are of the social, economic, cultural and personal factors affecting their professional careers in the context of migration. Specific factors, influencing the migration probability, are investigated in the context of public sport system in Italy.

Theoretical Background

The majority of research on sport migration has focused on athletes and much less research attention has been given to coaches (Carter, 2011). Several theories have been advanced to explain international labor migration, such are dual labor market theory, neo-classic economic theory, world system theory, migration network theory, migrations systems theory (Massey et al., 1993); In recent study coach migration has been observed with the lens of the push and pull framework (Wicker, P., Orlowski, J., & Breuer, C. 2018).

Methodology

The empirical analysis consisted of two main steps. First, a procedure of systematically acquiring and recording information about the members of the population. In this study the coach is defined as a worker predominantly employed in sport coaching. Second, one regression model was estimated to analyze the determinants of coach emigration, immigration and job migration. To examine the migration variables of coaches primary data were collected using an online survey (Qualtrics) addressed to Sport Federations. The final sample considered 314 cases (SPSS 19), during the data cleaning 37 coaches had to be removed for several reasons (missing values on core questions, federations did not recognize the as part of the staff).

Results

The results of this study confirm the trends already highlighted in the literature. The main differences in the coaches' population are more evident in the backgrounds than in education or experience. The income is the main variable in choosing sport and international or national. An interesting result is the nature of income; a large number of coaches are P.E. teachers of or military, for these the coaching is a full time job and they consider themselves coaches but their salary is paid for other functions. Private contracts are not regulated and at the medium-low levels there are no guarantees of social assistance. The official number of coaches is 8585, stable during the last 3 years. This number doesn't match with the Federations numbers. The high qualified coaches have migrated within national system and sometimes to other countries (EU are not in top list). The high-performance coaches moves to non-coaching jobs, mainly teaching in public schools and lead their own club.

Conclusions

Considering that migrants are bodies moving through space, it seems crucial to return migrants to space-based models of movement thereby advocating a theoretical model that takes into account the complexly dynamic relationships between migrants, institutions, and

places. Volunteering remains widespread and the numbers on coaches' employment do not emerge clearly, it is presumable to assume that unpaid work hides large sections of black market jobs.

There is still a gap in the definition of professional coach (team sport vs individual sport) and migration. The future step could be the analysis of job migration and the developing of a model based on vocational training theories.

The present study adds to the body of literature on labour migration in sport by shedding light on an under-researched area that is coach job migration. The findings of this study have implications for sport managers at national sport associations, they are advised to recognize that there is a global market for coaching talent (De Bosscher 2015). It is recommended that policy-makers reconsider the working conditions for high performance coaches in Italy. The main findings are that coaches have a standard (formal) education concerning the soft skills and a non-formal education about hard skills. There are managerial implications in the possible solution concerning the mismatch between part-time and seasonal workers
Not potential conflict of interest was reported by the authors.

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Financial Implications of Parenthood for Elite Athletes

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Aim

Sweden is considered a relatively gender equal country. Yet, gender inequalities persists. Women's wages are on a general level lower than men's and women uses a higher percentage of the parental leave insurance (SCB, 2016). There are gender inequalities in elite sports too related to wages and sponsorships. An area less studied is how family life influences athletes in elite sports.

The aim of this presentation is to analyze the financial conditions for elite athletes who become parents during their elite career and the sport associations´ perceptions of these conditions. The research questions are: How do the sport organizations talk (through journals and representatives) about the conditions of elite athletes (in football, curling, equestrian sports and golf) when the athletes become parents? And how can this be analyzed through a gender perspective? This study is a part of my thesis, in which financial conditions for elite athletes in Sweden are studied.

Theoretical Background

Yvonne Hirdman's (2003) theories revolves around the concept of a gender contract. This contract includes expectations on women and men about how they are supposed to act and choose in everyday life. These expectations are different for men and women. For example; women are expected to stay at home with the children and men are expected to have a partner that stays home with the children. Because of this, women and men who choose differently are stigmatized. Complementary theories are Susan Moller Okin's (1989) philosophical ideas of justice and family. According to Okin, family life is a part of the economy and has been overlooked by traditional economic theorists. She underlines that gender equality is not reached unless family life is gender equal. These theories are chosen since they can be used to explain gender inequality in the structure of family life.

Method

The study is based on approximately 800 articles from four sport (football, curling, equestrian sports and golf) associations' journals in the period 1979 to 2017 and interviews with eight representatives of the associations regarding elite sports and parenthood. The interviews took place at their choices of location and lasted for around an hour each.

Results and Discussion

Results point to that family life seem to complicate an elite sport career. Yet, overall it appears to be more problematic for women to combine elite sports with parenthood. In curling, several women and men at elite level combine their sport with a fulltime job. But only women are portrayed in the journal as struggling with the structure of family life. Since the gender contract prescribes different roles for men and women (Hirdman. 2003), it is indicated that children are the women's concern. According to what is written in the football journal, several male football players have children but none or very few female players have children. For women in football, children are something that comes after the football career whereas men don't have to choose between family and a football career. In the articles of the male elite players there are always a partner/ wife mentioned that take care of the children.

Okin (1989) means that women who stay home to take care of their children enable men to go to work. Without these partners/wives, male players would also have to make a choice between family and a football career. This situation can also be explained with reference to the gender contract. Women are often seen as a supporting partner to their elite sporting husband because women are expected to take that role.

A representative from the association of equestrian sports claim that the only area where women are disadvantaged, in comparison to men, in equestrian sports are when it comes to family life. Since women need to be away during pregnancy and child birth they loose important ranking points which is very hard, according to the representative, to regain. Therefore, a lot of competent female riders quit riding at elite level. In golf, both elite men and women have children, but the women that don't start a family during their careers are more successful. For men there is no difference. Looking at the results for these four sports not even female athletes are excluded by the expectations of the gender contract. According to Okin, family life is such a big part of life that if gender equality cannot exist there, then it doesn't exist at all.

Conclusions

The sport organizations' representations of gender and parenthood in their journals and the interviews with the representatives point to that especially female athletes have difficulties combining an elite sport career with family life. This is due to gender inequalities in the structure of family life where women are expected to take more responsibility for childcare than men. A gender equal family structure would require sport associations to adjust to athletes' family situation.

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Motives and Outcomes of Consumer Intentions to Buy Wearable Sports Technology Products

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Aim

Wearable sports technology products (WSTPs) have been broadly implemented in the fields of sports, healthcare and personal communications, and are often associated with new, innovative or novelty products. A number of studies has related WSTPs to several models, such as the theory of reasoned action, the technology acceptance model and the unified theory of acceptance and the use of technology. While such research is evidently associated with technology, few studies have examined the marketing strategy employed in the WSTP-market. From this perspective, the study sets out to identify determinants of the hypothesized model between motive, cognition, purchase intention and actual purchase behaviour. In turn, the aim of this study is to investigate how motives influence consumers' decision-making at the pre-purchase stage in the WSTP-market, as well as explore the outcomes.

Background

Although the recent growth in WSTPs has been significant in the context of the Internet of Things, the market's total sales of such products is reasonably small (Hsiao & Chen, 2018), which indicates that more research is needed on potential consumers' intentions. These products have been broadly applied in the fields of sports, healthcare and personal communications, and are often associated with newness, innovation and even novelty (Jeong, Kim, Park & Choi, 2017). A number of studies has focused on WSTPs with reference to several models associated with technology (Choi & Kim, 2016; Gao & Lai, 2015; Nasir & Yurder, 2015), yet few have examined the role of the marketing strategy as the external stimulus in this market. From this perspective, the current study classifies the determinants of the hypothesized model between motive, cognition, purchase intention and actual purchase behaviour.

Drawing on the literature, the study starts by investigating the context of the WSTP-market. Consumer behaviour and the relationship between cognition and decision-making are subsequently explored, along with a critical assessment of relevant models, after which the determinants of motives in the literature are detailed. Informed by the literature review, the nature of methodology and science in marketing is discussed. By acknowledging recommendations emanating from the relevant scientific arguments, a statement of methodology for the study is provided.

Methodology

This integrates a range of research philosophies and strategies, which is reflected in the data collection and analysis methods applied. Next, the initial collection and analysis of data from a small sample of 15 semi-structured interviews (12 consumers and three marketers) are examined. These results are then used as the basis for the development of a hypothesized model, whose assessment follows a pilot test amongst 16 respondents. Following changes to the online survey instrument, a questionnaire was despatched to a sample population of 301 and the data analysed using partial least squares structural equation modelling (PLS-SEM).

Results and Findings

The responses are analysed by using SEM, together with SmartPLS software, to statistically identify specific determinants. Eight hypotheses are proposed, which are eventually validated. Between the determinants of purchase intention in the hypothesized model, the results indicate that hypotheses concerning health issues, in which word of mouth (WOM) leads to the purchase of a WSTP, is found to have the most statistical significance of the path coefficients (*t* value=9.003) in influencing the decision-making, followed by the advertising determinant (*t*value=7.23). The results also show that the hypothesized path relationship between purchase intention and actual purchase behaviour is statistically significant (*t* value=40.518). The hypothesized model exhibited good descriptive power in terms of purchase intention, cognition and actual purchase behaviour in the framework of the WSTP-market.

Conclusion

This study uncovers the determinants of purchase intention towards buying WSTPs. The proposed hypotheses increase our understanding of the determinants of health issues, IT innovations, WOM and advertising and how they inform consumers' cognition and purchase intention, leading to the actual purchase of a WSTP. The results demonstrate that the interplay between health issues, IT innovations and WOM shape cognition, while purchase intention positively stimulates actual buying behaviour. In light of the findings, the study concludes by examining issues and implications for academics, practitioners and researchers.

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Olympic Games National Houses - A Case Study of Rio 2016 Summer and PyeongChang 2018 Winter Olympic Games

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Aim and Literature Review

Sanada (1996) describes the remarkable development of the early modern Olympic Games (1900, 1904, 1908) which were held as part of the World Expo. The concept of Hospitality Houses increasingly became part of the Olympic Games since Beijing 2008 Summer Games. Meanwhile, Osaki (2017)] said, "The establishment of a Hospitality House was originally devised as a place for families of athletes who cannot enter the Olympic village (players village) to spend with their players, the 1992 Barcelona Games Heineken Group of Beer Manufacturing Company opened for the Dutch team (Osaki, 2017, p.61).
There are three types of "Hospitality Houses", each with their respective objectives:

- "National House" led by the government and/or the National Olympic Committee (NOC). The "National House" is also an office substitute for delegation, athletes and NOC officials in key positions in each country, with the aim of providing a relaxing environment during non-competition periods during the event.
- "Sports House" led by sports organizations (e.g. Volleyball House, NBA Houses). Sports organizations, such as International Sports Federations, generally have established athletes' high-performance centers aiming to support athletes.
- "Sponsor House" led by corporates

These houses usually showcase sponsor products or services, engaging new customers.
This study will be limited to National Houses only.
The primary goals of the study are to:

- determine the status of National houses from the perspectives of their objectives
- document easy-to-understand examples of sustainability and legacy of National Houses that were present in Rio de Janeiro (2016) and PyeongChang (2018).
- assess the awareness of National Houses regarding opportunities to positively impact society.

Theoretical Background and Methodology

This study uses Booms and Bitner's (1981) service marketing mix (7Ps) theory was used to analyse a selection of Hospitality Houses that was present at the Rio 2016 Summer and PyeongChang 2018 Winter Olympic Games. Included were National Houses that responded to a call to participate in this research; the National Houses of 16 countries in Rio 2016 and 12 countries in PyeongChang 2018. Unstructured interviews with the 31 houses were conducted, completed with additional web research and observations made during the visit of the houses. Based upon these sources, short case studies (500 – 600 words) were written.

Results and Discussion

Three types of objectives were identified amongst the National Houses:

a) The athlete lounge aims to athletes having a place to relax and enjoy the Games. The major feature of this type is an atmosphere of class and history provided by the old home of old aristocrats, church, or museum.

b) The VIP saloon often uses a part of a commercial building, school or public facility. These facilities are usually restructured to provide an exclusive ambiance to high-level guests.
c) The showcase often a publicly accessible and open space, such as a park or beach to showcase the countries' cultural highlights as well as business opportunities.

In addition, examples related to sustainability and legacy were identified but little used for the engagement of the general public on the topic of sustainability or legacy of the Olympic Games Furthermore, Hospitality Houses have a little awareness on either their latent as well as actual positive impact on society.

Conclusion

The study has provided an overview of the characteristics of National Houses at the Olympic Games and summarized the examples of National Houses that had a positive impact on societal issues. Countries have different marketing objectives when designing an Olympic Games National House. Activities that take place in and around the Hospitality Houses do have the potential to positively impact the hosting region or the country itself. However, there is little awareness of this potential and a lack of understanding on how to maximize or monitor this positive impact. The United Nations Sustainable Development Goals could be considered as a framework to structure and monitor the opportunities of National Houses at future Olympic Games.

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Explanation of the Value Chain for Sport Entrepreneurship among Sport Science Students

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Aim

The trend of economic development in developed countries reflects this fact that economy is under the influence of entrepreneurship, so that entrepreneurs have played a central role in the development of the economics of developed countries, and the underdeveloped countries have neglected its importance in economic development (Kanka, 2003). The entrepreneurship is a process that plays a vital role in national and even global economics development and *development and promotion of entrepreneurship is one of the serious needs of any community. Therefore, identifying the factors affecting entrepreneurship and how they interact with each other is necessity. Also,* today sport is a growing industry. Therefore, recognizing the areas of entrepreneurship in sport can introduce new opportunities for entrepreneurs to use it to promote social development. *Therefore, this study proposes the value chain for sport entrepreneurship as a powerful tool for identifying entrepreneurship components and how their interactions with each other.* The purpose of this research was:

> "Explanation of the value chain for sport entrepreneurship among sport science students".

Theoretical Background and Literature Review

Hisrich and Peters (2002) defined entrepreneurship as a process of creating any new and valuable something, with time and effort, and with financial, psychological and social risks, and obtaining financial rewards and individual and independent satisfaction. Also, Today, Sport was considered as one of the factors affecting social, economic and even international contexts in many countries of the world and therefore it has policy such as entrepreneurship and employment, Provided that its foundations and backgrounds be known in the community and be eliminate its prevailing obstacles and problems (Rezaeei, 2010). In survey of the social role of entrepreneurship in the development of sport employment, Ratten (2014) pointed out that entrepreneurship, by entering the broader physical education environment, has created a new market for diversity of employment.

Research Design

The statistical population of the study was all of the sport science students at Tehran Universities (N=1000). According to the Morgan and Krejcie Table and using stratified random sampling method, 270 subjects were selected as the sample. The main tool of the study was research made questionnaire based on the value chain Model. Structural Equation Modeling (SEM) was used for modeling.

Results

The results showed that Fundamental Infrastructure of sport entrepreneurship value chain has a direct impact upon Supportive Activities and on Executive Activities with path coefficient (pc) of 0.67 and 0.53, respectively. Also, Supportive Activities of sport entrepreneurship value chain had direct impact upon Executive Activities (pc=0.41).

Conclusion

The basic infrastructure of the value chain of entrepreneurship includes are cultural infrastructure, economic infrastructure, physical infrastructure and commercial infrastructure. One of the most influential infrastructures in the value chain of sport entrepreneurship is economic infrastructure. In the case of this infrastructure, the society and the environment in which the economic policies of the state and commercial entities are implemented, directly affects entrepreneurial activity.

Also, support activities in the value chain of sport entrepreneurship play an supporting role and are mainly carried out by individuals and organizations other than the entrepreneur, such as government policies and supports, human resource management, provision of resources Financial, deliberation, and training entrepreneurship skills that affects individuals' desires and ability to take on entrepreneurial activities.

Executive activities in the value chain of sport entrepreneurship are separate activities that an individual or organization needs to do, including thought and opportunity, business plan development, attract resources and organization, maturity, consolidation and exit from Business (the ability to analyze the position of the sport business, the ability to assume responsibility for solving sport business problems, the willingness to lose the resources of the sport business plan, the ability to provide innovative solutions to problems).

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Mental Health and Wellbeing in Sport: A Club Based Intervention in Northern Ireland

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Introduction and Aim

The World Health Organisation (2011) estimate that millions of people across the world experience mental health problems, with one in four experiencing a mental illness at some point in their lives. In a post-conflict Northern Ireland with a population of 1.7 million people suicide has been shown to be on the increase in recent years. During 2010 there were 303 suicides (the highest recorded); in 2013 229 suicides occurred with over three quarters being men (NISRA, 2014). Health promoters have a role in reducing the stigma associated with having a mental health problem, and encouraging those who may be at risk of suicide to seek help or make important health-related lifestyle changes.

Unlike physical health, it is argued that mental health has not been accorded the same importance by the public which may in part have contributed to the increased incidence and prevalence of mental health problems. Little empirical evidence has been available in Northern Ireland concerning the public's understanding of, and attitudes towards mental health (Health Promotion Agency, 2007). Findings from Northern Ireland based population surveys have shown that there is a low level of understanding of mental health, and paradoxically individuals are likely to offer help if they were asked for help by someone who was experiencing a mental health problem, but not to seek mental health support themselves if required (Breslin & McCay, 2006).

A psychological explanation for the potential lack of help seeking when experiencing mental health issues can be interpreted in various ways using psychological theories of behaviour change. The Theory of Planned Behaviour (TPB) (Ajzen, 1985) is one such theory that can be applied to help seeking. The TPB predicts that the amount of perceived behavioural control a person has, in this case to take care of their mental health, can determine help-seeking behaviours. Accordingly, a person who perceives they have control over their mental health compared to a person with a low level of perceived control would be more likely to take part in lifestyle behaviours that protect their mental health. Perceived control has been positively linked to knowledge and understanding of a specific behaviour, so it follows that increasing knowledge can lead to a more likelihood to seek help. To date, there are no studies that have applied the TPB to help seeking and mental health in sport.

The research aim was to evaluate the effects of a mental health training programme (Mood Matters) on adults involved in sports clubs'. In particular, the aim is to modify perceptions of stigma and knowledge of mental health that will likely lead to help seeking.

Methodology

A sample of adult coaches (n=135) from 22 sports were recruited to attend the 'Mood Matters' educational pilot programme. Questionnaires were distributed at the beginning and end of the training session. Changes in mental health knowledge, social stigma, and intended behaviour towards those with mental health issues were measured, using the Mental Health Knowledge Schedule (MAKS) and Reported and Intended Behaviour Scale (RIBS). Focus

group and interviews were conducted with a subsample of participants who received the training.

Results

When asked to rate their current knowledge of mental health the mean score was 2.1, following the intervention this increased to 2.84. (Wilcoxon, Z= -7.77 p<.001). A total score for the MAKS was computed for knowledge of mental health based on questions 1-6. The highest score that could have been achieved was 30. The scores increased from baseline (M=22.94, SD =3.12) to post intervention (M=25.45, SD =2.46) (t= -8.54, df=117, p<.01) showing the intervention had an effect on increasing knowledge of mental health in this sample. The second component of MAKS is the knowledge of the types of mental illness. Post intervention the participants where more knowledgeable of depression, schizophrenia and bipolar disorder. There were no changes in understanding of stress, drug addiction or grief. Questions 5-8 of the RIBS were summed to indicate whether participants would be willing to help someone with a mental health problem in the future. The pre-test RIBS score (M=17.78, SD=2.6) increased after the training (M=18.67 SD=2.5) (t= -3.46, df=116, p<.01). The focus group findings supported the views of the survey and provided recommendations for further delivery.

Discussion

These findings correspond with the Theory of Planned Behaviour that sharing knowledge can improve attitudes and intended behaviours towards mental health help seeking, even within a short tree hour intervention. These findings have implications for developing the Mood Matters programme and the broader question of how sporting bodies might approach designing mental health education in sport.

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Understanding Disability Sports from the Perspective of Physical Education Students

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Aim

This research aims to develop more knowledge in (a) the extent to which physical education students understand disability sports and (b) which ways the physical education students perceive people with disability in the sport context.

Theoretical Background

It was only in1987 that discussions involving people with disability have become mandatory in the physical education courses in Brazil (Araújo, 2011). However, this competence was developed from the understanding about the existence of this population and how to teach to people with disability, as well as initial researches about this field, initially followed the objective to gain knowledge about this population; and what are the causes and consequences of the disability, with small emphasis on the practical activities that could be developed to this group with Physical Education activities. Following the advancement in the understanding of the potentialities of people with disability, as well as, the development of disability sports in Brazil, more researches were carried out about the sport to people with disability, mainly focusing on the adaptation of training methods, the understanding of body image aspects, and the analysis of sport policies towards people with disability (Silva, Araújo, 2012). When comparing Brazilians and Spaniards Physical Education courses, Salerno, Torralba Jórdan e Araújo (2015) indicated that both Brazil and Spain discussions involving this population were inserted only in the specific classes on this field. Although others classes have in their objectives the discussion about the aspects related to diversity, which makes possible the insertion of this element, the debate about the people with disability is not assured. Regarding this context of transition and an initial formation that does not extend the understanding of the person with disability in the different spheres of Physical Education, it is relevant to understand the extent to which physical education students perceive disability sports. Winninck (2004) describes disability sports as the one modified to meet the specific demands of people with disability, which means making adaptations to enable their practice, for example the wheelchair basketball. There are also the sports that were created specifically for people with disability, such as the goalball. Knowing and understanding this concept and what it represents, becomes relevant to Physical Education professionals who seek to work towards a practical paradigm for better understand and support people with disability.

Methodology

Within this context, 322 senior year Physical Education students of nine public institutions of the state of São Paulo, Brazil, were selected to participate in this study. The interview protocol was composed by following question: "Describe in the best possible way how you understand “disability sports” (adapted sports – literal translation)." The data collected were analyzed using the content analysis method proposed by Bardin (2010) to direct the composition of the categories in which the answers given by the students were inserted.

Results

A division of the understanding of the concept was observed based on the delimitation of the one for whom this practice is intended, mainly separating into two groups: one focused on the persons with disability (72.05%) and the other extended to all people who need adaptations to achieve the practice (21.43%). Other than that, there was a small portion that chose not to answer this question (1.55%); and other students who answered the question comprehensively, without specifying population (4.97%). Thus, most students understand that this term refers exclusively to people with disabilities, and that disability sports can be considered for participation or for high performance. However, there is an understanding that approaches the inclusion process, which aims to adapt activities to the needs of the public with which one works, regardless of the characteristics of the group, whether or not there is a disability condition.

Conclusion

Therefore, it is observed that this understanding, obtained during the initial formation, agrees with the theory that surrounds the area, fact that collaborates with the performance of the professionals of Physical Education with quality so that they can broaden the perspectives of disability sports in the different places of action, such as schools, and sports clubs.

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Use of Sport Facilities. Important Arenas for Sport Participation?

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Aim

To build sports facilities is the most important mean in Norwegian state sports policy. The overall objective for the construction policy is «Sport for All». In Norway sport participation policies has focus on the provision and availability of facilities. Government often assert that: "*the more facilities the more activity is created*". Similar to participation in sports activities and physical activities in general we assume that use of sport facilities as social construction at the same time segregates in terms of class, gender, age, etc. To give such insights we need to study how socioeconomics characteristics influence the uses of different types of facilities. Yet we know that sport has difficult in order to living up to the goal of "Sport for All" and it will be important to examine whether there are systematic social inequities in use of sports facilities. This study examines the relationship between use of a different sport facilities types and social changes over a period related to social inequalities (gender, age and social class). In this paper the following research question are examined:

> How can gender, age and social class explain use of different types sport facilities over the period 1997-2017?

Theoretical Background and Literature Review

Trend data relating to sport participation and social inequality in Norway are strong compared to differences in use or non-use of sport facilities according to gender, age, income and education (Breivik & Rafoss, 2017). In Norway there are national data on the overall structure, distribution and use of facilities (Rafoss & Breivik 2009; Rafoss & Breivik 2012). Norwegian studies have provided information about the influence of sport infrastructure on sport participation. Breivik & Rafoss (2012) found in a other study that the aim of increasing the number of facilities did not correspond with giving an increasing number of people opportunity to practise sport. Since 2002 there have been numerous studies of sports facilities and their use in Danish Municipalities, e.g. Forsberg & Høyer-Kruse (2013) and Forsberg, Tofft-Jørgensen & Høyer-Kruse (2014). These studies consist of a mapping of the sports facilities, surveys of children's and adults' participation in exercise and sports and their use of specific sports facilities, analyses of the organized users' assessment of the sports facilities and their needs as well as studies of the utilization of the utilization of the facilities. Given the fact that the research on Swedish sport facilities in its broadest sense, which is sparse, scattered and thematically focused on small samples. Fahlén and Forsberg (2007) have examined the distribution of use between social groups. Despite that there are some studies (Breivik 2013, Breivik & Rafoss 2012) that examine the use of sport facilities between social groups it is a demand for more specific knowledge about the development and the distribution of use between social groups.

Methodology and Data Analysis

We use a dataset collected biannually over a long time of period (1985 – 2017), with a high number of respondents, averaging more than 3000, at every data collection point. The data used in this paper is from Norwegian Monitor (NM), which is a large series of large surveys, both in terms of sample size and number of questions asked. The samples are representatives for of the population aged 15 and above. The size of the dataset, approximately 65 000

respondents, make it possible to study the development in subgroups of the population over time, and to study changes over a lifespan from one year to the next. The question about use of sport facilities has been part of the study from 1997. The sample size and time series make it possible to perform cohort analysis over the time of period from 1997 to 2017, thus identifying the changes in facility use in the population over time.

Results and Discussion

The last survey from 2017 will be included in the analysis and the result and discussion presented at the conference.

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Understanding the Travel Behaviour and Flow-on Tourism of Youth Sport Tourists

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Aim

Travel for youth sports is rapidly growing in the United States with estimates that the industry is worth over USD$15 billion annually (Gregory, 2017). The visitor spending that youth sport travel generates has led to communities building youth sport-specific facilities, often with the support of public funds. Some cities are going as far as building hotels and restaurants around the facilities to create all-encompassing destinations. While we know that these events are able to generate positive visitor spending (e.g., Daniels & Norman, 2003), we know little about the behaviour of youth sport tourists. The purpose of this exploratory study is to examine the travel behaviours and flow-on tourism activities of youth sport visitors. Such an understanding will assist those who are involved in the marketing and management of youth sport events.

Literature Review

Youth sport tourism can be defined as individuals traveling to specifically participate, work, or spectate youth sport events blurring the lines of classic sport tourism definitions and creating a unique sport tourism context to research (e.g., Gibson, 1998). Existing research on youth sport travel has primarily focused on parents' future travel intentions and destination/event image (Kaplanidou & Gibson, 2012a; 2012b). Kaplanidou and Gibson (2012a) investigated the perceptions of parents' future travel intentions and the image of the event among youth travel soccer parents. They found that event image was positively linked with attitudes and subjective norms related to the event travel which influenced behavioural intentions when the travel was viewed favourably by family and friends. Further, Kaplanidou and Gibson (2012b) explored the impact of repeat visitation on future intentions among youth sport parents. Although satisfaction was found to be critical in shaping event image, future intentions to attend the same event or revisit the destination for vacation were not linked to past visitation frequency. While these findings are useful in understanding parents' future travel intentions, it is important to understand the behavioural preferences and tourism activities outside the event known as flow- tourism to maximize local impact (Taks, Chalip, Green, Kesenne, & Martyn, 2009). Previous work has focused on parents as youth sport tourists, however it is useful to understand the views of multiple stakeholders including team support staff and travel companions.

Method

As limited research has examined youth sport tourism beyond visitor spending, this study utilized an exploratory qualitative method. Data were collected from stakeholders including event organisers, venue operators, team facilitators, coaches, and family members. A short online survey was developed and distributed via social media and youth sport email lists in order to recruit individuals to participate in interviews. In-depth semi-structured interviews were conducted with 23 participants and included questions regarding typical youth sport trips, and behaviour before, during and after a trip. Youth athletes were excluded from the study due to their lack of agency in decision making and ethics approvals. A grounded theory approach was used to thematically analyze the data (Charmaz, 2014).

Findings

Findings suggest that parents typically lacked the agency to make decisions about tournament travel as this was primarily determined by coaches and club directors. Support staff noted that the venue and field quality were paramount in decision making. For events that were 1-3 hours from home a single parent often accompanied the youth athlete. Events of significance such as elite or national events often required longer travel and included more accompanying travellers. During the stay accompanying tourists often stayed within the event facility rather than exploring the destination. Unique and iconic destinations were an exception such as a major city or family resort destination (i.e., Disney) as the visitors would plan tourism activities in advance. Flow-on tourism also varied by level of competition as elite teams were more event focused while recreational teams took more interest in the destination. In general, while downtime existed during games or matches, there was limited free time to sufficiently leave the venue and engage with other activities in the destination. Further, for events that were staged in rural areas the perception of a lack of activities outside of the venue led to tourists remaining in the venue.

Conclusion

These findings suggest some challenges for tourism planning around youth sport. Although youth sport tourists travel quite frequently they appear to be primarily focused on the event itself with little regard for wider engagement in tourism activities. Youth sport travel may not generate the tourism related spend as suggested by those who are funding new facilities for this purpose. These findings suggests the need for tourism related planners to work closely and creatively with event organisers to insert tourism products into the actual experience of youth sport tourists. Packaging other tourism activities with youth sport events such as partnering with nearby professional sport teams could improve overall tourism impact beyond the sports facilities.

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Sport Policy and Women's Football: Analysis of the Development Programs of Continental Football Federations

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Aims

Football has traditionally been a male-dominated sport, not because women and girls are innately disinterested or incapable, but rather due to decades of institutional and social barriers that have prevented them from playing (FIFA, 2015). With the aim of popularizing the game and increasing the participation of girls and women in the sport, FIFA has, since 2004, implemented the Women's Football Development Program. The program has made funds available for continental football federations to create their own programs and develop women's football on different continents. Although women's football is one of the fastest-growing sports worldwide, little is known about the main stakeholders in this development. The first aim of this study was to identify the continental football federations that have already proposed structured programs for the development of women's football. The second aim was to analyze the sport policy areas that are targeted by the existing programs.

Theoretical Background and Literature Review

The stimuli commonly provided by international associations, such as the FIFA Women's Football Development Program, do not guarantee uniform responses at lower organizational levels (Houlihan, 2009), for example in football federations. Sport organizations adopt policies that vary according to commercial, political, social, and cultural factors (Houlihan, 2013). The analysis and comparison of sport policies is a great challenge. In order to compare the sport policies of different countries, De Bosscher et al. (2006) developed a model called "Sport Policy factors Leading to International Sporting Success (SPLISS)". This model considers nine key areas, or pillars, that are important during the different stages of athletic development. Although the model was initially proposed for the analysis of sport policies developed by national governmental bodies, it has already been used at regional and city levels (De Bosscher, Shibli, Westerbeek, & van Bottenburg, 2016). There have been few studies investigating sport policies at a continental level, and in no case has the SPLISS model been used in the analysis. With due care in its application, the model could be used to analyze the policies proposed by football federations for the development of women's football on the different continents.

Methodology and Data Analysis

The characteristics of the development programs, including the official name, period of implementation, and strategic goals, are usually described in the documents and news available on the official websites of the football federations. Therefore, in this study, a qualitative document analysis was conducted using material retrieved from these official websites. In total, six websites were analyzed, with collection of documents and news that characterized the women's football development programs proposed by each federation. The material was located using the keywords "women", "development program", "strategic objectives", and their combinations. The sources were read in full, with the sport policies targeted by each program being classified into one of the nine pillars of the SPLISS model.

Results and Discussion

Information about women's football was found on the official websites of all six federations. However, structured women's football development programs could be found for only three organizations: the European (UEFA), Asian (AFC), and Oceania (OFC) football federations. The documents and news found on the UEFA website showed that the nine pillars of the SPLISS model were targeted by the federation. UEFA also recognized the importance of qualifying women to act as sport professionals, as a key factor in the development of women's football. The strategic objectives in the development of women's football in Asia and Oceania were described on the official websites of the continental federations. Eight pillars were targeted by the AFC, with only training facilities (pillar 6) not being considered. Only two pillars, financial investments (pillar 1) and scientific research (pillar 9), were not targeted by the OFC. Both federations were also concerned about the opportunities and qualifications provided to female professionals in order to enable them to participate in the sport. Besides the nine pillars of the SPLISS model, it appears that gender equality in technical and managerial positions is important for women's football development. No federation considered post-career support (pillar 5) as a strategic objective. On the official websites of the African (CAF), Central and North American (CONCACAF), and South American (CONMEBOL) football federations, no structured development programs could be found. The majority of the information about women's football was related to the championships held on these continents.

Conclusions

It could be concluded that the European, Asian, and Oceania federations are currently the main stakeholders in the development of women's football at a continental level. The provision of opportunities and the qualification of women to act as sport professionals seem to be important targets for sport policies in women's football development programs. Future work should build on the descriptive analysis carried out in this study, investigating the ways that sport policies are developed by each continental federation, together with their consequences in the development of women's football.

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Volunteer Motivations Scale for International Sporting Events: Translation and Initial Validation of the Portuguese Version

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Aim

The volunteering is in many manifestations, one in special are the sport events, where the volunteers are essential to the organization. The volunteers are such in megaevents how in small events working with different areas, in Brazil the volunteering in sport events is still insipient with low scientific literature, the area of organizations probably need create strategies to retain the volunteers and it can use the motivational differences. Thus, the aim of our research was to determine the cross-cultural adaptation of the Brazilian version of the VMS-ISE.

Theoretical Background

The sport is one of several fields of action of volunteers, which sports organizations and sporting events are characterized by the essence of attracting the motivation of several volunteers. In this way,the sport event volunteer motivation suggests a complex system of reasons that differ depending on the characteristics of the event or organization with different sizes, kinds and exist many areas that the organization need to care, for example, infrastructure, marketing, human resources, sponsors, first aids, food, etc.The literature demonstrates different methods to measure volunteer motivation for example the Sport Event Volunteer Motivation Scale (SEVMS); Volunteer Functions Inventory (VFI); Volunteer Motivations Scale for International Sporting Events(VMS-ISE); Olympic Volunteer Motivation Scale (OVMS), clearly each one with the particularities of the cases concerned, can be linked too with other aspects, for example; satisfaction, future behavior, intention to return, commitment, etc (Bang & Chelladurai, 2009; Clary et al., 1998; Fairley, Gardiner, & Filo, 2016; Farrell, Johnston, & Twynam, 1998; Giannoulakis, Wang, & Gray, 2007; Hallmann & Harms, 2012).

Added to this, verified that Brazil was host of important mega-sport events, and probably will host of many other events, mega or not, and because of that the volunteers are essentials to the organizations. The international literature the sport events are constantly studied and organized pursuant your impacts. In Brazil this is a scenario that exist with reduced academic productivity, the model applied here has been used in previous research on sport events on different contexts, therefore, this study is the first of its kind to investigate volunteers at Brazilian volunteer context, in this sense its necessary translated and adapt cross-culturallythe questionnaire found in a different language and context.

Methodology

The questionnaire used was the VMS-ISE from (Bang, Alexandris, & Ross, 2009; Bang & Chelladurai, 2009). First, occurred the process of translate and back-translating Portuguese with four native bilingual speakers to ensure that the translations capture the meaning of the Volunteer Motivation items originally developed in English.The first translator drafted a first Portuguese version based on the original English language VMS-ISE. The second translator took this draft and translated it back into English. Finally, any differences were discussed with

the third and fourth translator and adapted to give the most agreed upon meaning (Banville, Desrosiers, & Genet-Volet, 2000). Second, was distributed via e-mail and social medias to Brazilians volunteers in general sport events.

We collected 255 answers in two months (February-March) of 2018, the respondents consisted a total of 55.3 % male and 44.7 % female with (average age = 34.85 SD = 12.33) and participated in sport events how Olympic and Paralympic Games, FIFA World Cup, Tournaments of Golf, Marathon races, Triathlon, Trail runs, among others.
To analyze the data was realized a confirmatory factor analysis (CFA) to test a measurement model, the review of the psychometric properties, internal consistency (Cronbach's alpha) and convergent validity was used to identify the quality of model fit.

Results and Discussion

The results of CFA demonstrated a good fit with $X^2(df) = 994.029$ (384) ($p < 0.001$) $X^2/df = 2.589$; CFI = 0.911, RMSEA = 0.079, and average variance extracted ranged from 0.67 to 0.78 indicating values exceeded .50 (Fornell and Larker, 1981). The internal consistencyof the factors presented Expression of Values ($\alpha = 0.908$), Patriotism ($\alpha = 0.916$), Interpersonal Contacts ($\alpha = 0.935$), Personal Growth ($\alpha = 0.895$), Career Orientation ($\alpha = 0.905$), Extrinsic Rewards ($\alpha = 0.850$), and Love of Sport ($\alpha = 0.884$).

Conclusions and Implications

The above results, the Portuguese version of the VMS-ISE presented acceptable values in a Brazilian context, showing that organizers of sport events can utilize this tool to access the volunteer motivations to develop effective recruitment and retention strategies.

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Civil Liability of Sports Clubs in Iranian Law

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Aim
The purpose **of** this research was studying of civil liability of sports clubs in Iranian law. By becoming professional in sports and turning it into one of the money-making industries, gaining success for teams and clubs Sport was emphasized as the ultimate goal. Hence, with the large presence of people especially Teens and young people, as well as professional athletes in the country's sport, are responsible for very heavy sports clubs. It would be because it ought to lead all the factors and subcategories of the club in different sports and age groups. In order to achieve the desired results clubs and sports institutions such as stadiums and sports halls. The reason for being directly involved with exercise is more exposed to liability, especially civil liability.

Sports clubs, like other legal entities, have rights and duties that do not fulfill these rights Assignments may, as the case may be, lead to the responsibility of the clubs. However, legal relationship is required Sports clubs with athletes and coaches, civil liability of sports clubs, club responsibilities in relationship to the losses incurred by the athletes and coaches in relation to third parties and the most important duty Sports clubs for athletes and spectators will be reviewed Amini, 2015).

Generally, Responsibility means warranties and commitments. It is the responsibility of being with someone, that is, on his neck, in his charge. It is a guarantee and adherence to him. So, if a person is committed to doing something, he is actually responsible. Responsibility may be ethical or legal. The moral responsibility is any responsibility that the legislator has not been subjected to it, such as the responsibility of man to himself or his god or another. In the other words any liability not guaranteed by law, regulation, or customary law. Legal liability; It is a responsibility that has a legal guarantee and is against moral responsibility. This type of responsibility can be divided into criminal and civil liability (Langroudi, 2007).

Methodology
This research is as follows analytical descriptive, based on purpose, research, applied research based on the nature and type of data, research - The study is qualitative research. Data collection is also done by the tool Thumbnail and view card, inference argument Analysis, analysis and implementation.

Results
According to this descriptive-analytic method, this result can be expressed;
the legal relationship of Sports clubs with relevant athletes and coaches, except in certain cases, such as regulations and directives federations are based on the relationship between worker and employer.

The basis of civil liability of sports clubs in the system. The legal rights of Iran and European countries are both based on the assumption of fault Clubs in relation to losses incurred from the area the athletes and coaches concerned with third parties, including athletes and opponents. The most important duty of the sports clubs is to adhere to the club's safety commitments.

Discussion

Clubs and sports organizations although they do not have any restrictions on the type of formation, but should be in terms of criteria Internal are subject to the Commercial Law and are registered with the Registrar of Companies.

In England there are clubs in Unconditional public. "Of course, by reading some of the texts ("The general scope of "the category of company's British law is a type of sports club that is not only a business but also a character called). "Civil society" does not have legal rights and so-called special between athletes and coaches with clubs and sports institutions, the relationship between worker and employer and subject to labor law is. Of course, in some cases, if specified in the rules and regulations specific to club responsibilities and Sporting institutions are subject to these specific rules, so the responsibility of the sports institutions is to be met Damage from their activities is subject to Article of the Civil Liability Act and is of a non-liability nature. At The rights of European countries are also so dominant. Also, the basis of the civil liability of the relevant clubs and sports organizations in Iran and the European legal systems assume the fault is. Sports clubs, if they enter damage from their athletes and coaches to players and the opponents' club coaches have a nominee responsibility unless they prove their ineligibility. Clubs and sports organizations are responsible for athletes and coaches and even spectators for their rights and duties. The most important of these is the commitment to the safety of places and sports equipment, which is subject to this disregard the assignments, will guarantee the clubs concerned.

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RFM Scoring to Measure Season Ticket Purchase Behavior Intention

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Aim

The purpose of the current research was to measure season ticket purchase behavior intention using RFM score.

Theoretical Background

Sport fans spectate their favorite events repeatedly. In 2016, approximately 18 million spectators attended the regular season games of all NFL teams, and 73 million people attended MLB regular season games (Statistia, 2018). Researchers have clarified the antecedents of sport event attendance behavior intention. Primary antecedents of sport event attendance behavior intention that are identified include but not limited to the followings: 1) psychological factors (Funk, Filo, Beaton, & Pritchard, 2009) 2) individual characteristic factors (Baker, Jordan, and Funk, 2018) 3) game quality and service quality (Theodorakis, Alexandris, Tsigilis, & Karvounis, 2013).Few studies have proved that a relationship exists between a fan's past behavior and future behavioral intention (Laverie & Arnett (2000); Trail et al., 2006; Shapiro et al., 2013). Laverie and Arnett (2000) provided that past attendance and satisfaction influence future attendance intention-based on identity theory. Shapiro et al. (2013) tested the effect of various past behaviors (e.g., sport event ticket purchase, tailgating, TV and radio consumption, and social media consumption) on various behavior intentions (e.g., ticket purchase and word of mouth). However, to fully understand the effect of fan's past behavior on future behavior intention, the notion of customer lifetime value (CLV) should be examined (Fader, Hardie, & Lee, 2005). In a customer-centric approach, CLV can be explained by the present value of the future value associated with customer (Pfeifer, Haskins, & Conroy 2005). In examining this work, we measured fan's past behavior with three key variables: recency (R), frequency (F) and monetary value (M). Several scholars predicted customer's purchase according to past purchase behavior pattern (Borle et al., 2008; Cheng & Cheng, 2009; Safari et al., 2015). Each variable is defined by "the interval between the time that the latest consuming behavior happens and present (R)", "the number of transactions in a particular period" (F), and "consumption money amount in a particular period (M)" (Cheng & Chen, 2009, p. 4179) Recency, frequency, and monetary value (RFM) have been used to identify customer segmentation related to direct and database marketing strategies (Hughes, 1994).

Research Design and Data Analysis

We measured recency, frequency, and monetary value for professional major sport event ticket purchase experience, then we assigned each sample with number 1 to 5 such as previous research (Miglautsch, 2000). 1is assigned to bottom 20 percent, and 5was assigned to top 20 percent. We measured the impact of this RFM scoring on season ticket purchase behavior intention. Season ticket purchase behavior intention is measured by a binary questionnaire: do you have a plan to purchase a season ticket in future?
We surveyed online data via M-Turk from individuals who attended North American professional sporting events in 2017. A total of 420 responses were collected, and after deleting unreasonable data, 403 data were used for data analyses. To test the effect of RFM score on season ticket purchase intention, a logistic regression was conducted (IV: RFM scores DV: season ticket purchase intention).

Results and Discussion

As a result, both frequency and monetary value were statistically significant. This model suggested that for one unit increase in *frequency*, the log-odds of the season ticket purchase behavior intention increased by 0.399 unit. It also suggested that for one unit increase in *monetary value*, the log-odds of the season ticket purchase behavior intention increased by 0.188 unit. However, recency was not found to be a significant variable. Although several variables were significant, overall model fit reported that RFM scoring is not sufficient to explain season ticket purchase intention because 0.062 pseudo R square, 0.077 Cox & Snell R square, and 0.107 Negelkerke R square were not significant. These statistics were like an extant research result which explained the impact of STH satisfaction on the renewal behavior (McDonald, 2010). The extant research reported 0.080 Cox & Snell R square, and 0.161 Negelkerke R square.

In discussing the result briefly, fans who visit sport events frequently and pay substantive monetary value for sport events are apt to purchase season ticket, but recency of sport event attendance was not critical.

Contribution and Implications

Through this study, we sought to add to limited empirical knowledge about past sport event ticket purchase behavior and season ticket purchase behavior intention. Annual or season contract for season ticket holder makes long-term relationship between fans and sport organizers, so season ticket holders are probably a loyalty customer. To predict loyalty customers, researchers have used a CLV measurement tool such as RFM scoring. We extended study of season ticket purchase behavior intention by empirically testing CLV on season ticket purchase intention.

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Workshops

Review Track Chair: Tim Breitbarth

The Progress of Ice Hockey in Light of Economic and Political Influences

Convenors: Jyri Backman, Aila Ahonen and Bo Carlsson

The Difficulties of Modernization: The Case of Swedish Bandy

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Aim
The aim of the paper is to address the problems of bandy's modernization process in contrast with the more modern sport of ice hockey. How can bandy stay relevant in Swedish society?

Background and Literature Review
The Swedish sport of bandy (on ice) is one of the country's oldest team sports. The rules and the size of the playing field is similar to football. The men´s final has been played since 1907 making it the oldest regular major sporting event in Sweden. Bandy came to Sweden from England in the late 19th century and was soon deeply associated with the country becoming the second biggest team sport after football. The royal court and upper classes, women included, played the game, and after world war one it spread rapidly to the working classes. It was a strictly amateur sport played with elegance and for the love of the game. The season was short, sometimes only January and February, and nature was a permanent threat: mild winters stopped many matches and too much cold or snow was a constant problem. Usually the final was played at the Olympic Stadium in Stockholm with crowds of around 25 000. Modernization was slow as artificial frozen pitches only became more common in the 1960´s and indoor arenas in the 2000s. The development of arenas has been hastened due to the warmer climate in Sweden.

When ice hockey appeared in Sweden in 1920 bandy got competition from a fiercely modern, commercial and Americanized winter sport. Bandy was seen as doomed but has none the less managed to survive at some places. The final is still a major event, now filled with nostalgia for an old Sweden.

The sport of bandy has hardly been researched at an academic level in Sweden or elsewhere (Ericsson 2004). In comparison Swedish ice hockey, not least its fast modernization process, has been far more studied (Stark 2010; Backman 2012). The paper is based on the current ongoing work of Torbjörn Andersson which will result in the first academic monography on bandy, planned to be published in 2019. Bandy has got similarities to major sports in other countries – not least baseball and cricket – characterized by its connection to nature and nostalgia. These sports and their modernization processes will be compared to that of bandy.

Theory and Method
The seven characteristics of modern sport in Allen Guttmann's sportification process will be complemented by three more concepts: commercialization, globalization and medialization. The total of ten characteristics are seen as being part of an Americanization process typical of

modern sport (Guttmann 2004; Alm 2002). The modernization processes of bandy and ice hockey will be compared through this theoretical perspective. In the case of bandy, a periodization of pre-modern, modern and late-modern will be applied based on when the game was played on natural ice, artificial frozen outdoor ice (from 1956) and in indoor stadiums (from 2004).

The study is qualitative and mainly based on national, local and sporting newspapers. All finals, male´s (from 1907) and female's (from 1973), have been studied in 4 to 6 papers for about roughly a week each in the period around the games. This material is mainly complemented with around 10 interviews of key figures in the bandy culture and with observations at around 20 games. More or less all literature on bandy (biographies, yearbooks etc.) have been read.

Result and Implications

The sport of bandy had from the start pre-modern elements – often played on lakes and many matches never being completed – and was early on filled with a nostalgic worldview. These characteristics of the sport was strengthened when the more modern ice hockey appeared in the 1920s. Bandy had problems to modernize and there were many predictions of its imminent extinction. Bandy´s problems deepened through its unwillingness to commercialize, its lack of globalization not being part of the Olympic movement and the difficulties of seeing the fast little ball on television. The climate changes has also been a disadvantage compared to the indoor game of ice hockey. Still the game has survived and the final has stayed attractive through its relative lack of modernity and its atmosphere of nostalgia. Nostalgia has become bandy´s trademark. The way forward for bandy is to find a middle way between tradition and modernity. If bandy gets too modern it will risk to lose its originality – if it stays too traditional it will risk losing its relevance.

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A Socio-Demographic Analysis of French Ice Hockey Participants: which Opportunities for the Development of the Sport?

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In contrast with other team sports ice hockey remains a relatively confidential sport with low participation rates in France. The national governing-body, the French ice hockey Federation (FFHG), is still young (founded in 2006) and gathered only 20 653 members in 2015. This figure is quite low in comparison with football (2 135 193 members) and basketball (577 372 members) for instance and positions the FFHG at the penultimate position in the participation ranking of the single-sport Olympic French governing-bodies; 0.2% of overall members. Nevertheless, French ice hockey has shown promising signs of development that are translated into a regular increase of its members (+1.4% between 2014-15 and +20% from 2006). The year 2017, was also marked by the inauguration of its national centre and the co-hosting of the 2017 IIHF Men World Championship with Germany, and the year 2018 saw the promotion of the Women team to the top elite level. Although the signs are encouraging, many issues and obstacles remain for the sport to join the top professional team sports in France (Bodet, 2017).

Theoretical Background

The FFHG's offers are articulated around providing competitive participation, following a traditional organisation format, and leisure participation, but that remains minor and under-developed. As observed by Hautbois (2014), the market of federal sports has reached a maturation stage that is characterised by an increasing competitive intensity. Consequently, a deep strategic reflexion should be engaged for most federations to keep on attracting more members while keeping the current ones loyal. In other words, it becomes crucial to adopt a marketing orientation that should be better driven by current members and potential targeted members' needs (Bodet, 2010). For Tribou et *al.* (2015) mention two options that are not exclusive from each other: 1) targeting new segments that are currently distant from the sport; Hautbois (2014) specifically mentions new age segments, women and/or new geographical areas, and 2) developing new formats of the sports. In both situations, such approach oriented towards the demand requires a very strong and deep knowledge of current and potential participants' profiles, motives and perceived constraints, to elaborate a clear and rational strategic marketing plan and adjust federal and clubs' offers (Bodet, 2010).

Method

With the help of the FFHG, a questionnaire was developed and sent to all members registered on the FFHG newsletter (n=16 975). The questionnaire comprised questions dealing with the socio-demographic profile of participants (age, gender, education levels, etc.), open-ended questions to describe their sport, motives for sport participation, perceived constraints for participation. A total of 1 156 usable questionnaires constitutes the study sample. Data were analysed with the use of R software. Descriptive statistics and pairwise tests were conducted. In parallel, 7 semi-structured interviews were conducted with FFHG elected members and managers to their overall perceptions of the development constraints and opportunities of the sport.

Findings

The study first allowed to draw a clear picture of participants' profiles: a young (median age: 27 years old) man, from higher socio-economic categories with a relatively high economic and cultural capital. We can observe that passion is the most used term to describe their sport participation, followed by pleasure, speed and competition. This passionate involvement tends is correlated with a significant personal and financial involvement. In the same vein, one of the most cited expectations are conviviality spirit and family atmosphere. Unsurprisingly, competition remains a core element of their participation. These passionate participants represent a loyal group. On the opposite, a minor group expresses motivations towards a need to participate in sport to exert oneself. The participants from this group are more difficult to keep loyal which could explain the quite low orientation of organisations towards their needs and intrinsic characteristics, such as their search for variety (Bodet, 2009). Overall these results allow clustering members into four segments that are defined in relation to the competitive dimension: children, competitors, former competitors and recreation-oriented participants. On the opposite, segments appear underrepresented; women, older participants, students and young adults and individuals from lower socio-economic background.

Conclusion

This data-based portray of ice hockey members in France represents the first step for the FFHG to engage a strategic marketing reflexion to identify whether these members fit with the perceptions of the elected members and managers and should help them refining their targeting and positioning. From a theoretical point view, these results confirms that ice hockey members in France mainly comes from higher social and economic categories, that should clearly be taken into considering when developing its image and/or trying to develop it, particularly extending to other population segments.

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The Development of Women's Professional Ice Hockey in China: Using the Canadian League to Leverage Success for Beijing 2022

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Purpose of Paper
Our aim is to understand how women's ice hockey is developing in China and how it is being used to leverage success at the Beijing 2022 Winter Olympics, understanding the ways in which gender, nationalism, the state and markets intersect.

Theoretical Background and Literature Review
After winning the right to host the 2022 Winter Olympics, the government of China planned to create 300 million winter sports participants including skiers, skaters, ice hockey players, and other winter athletes before 2022. China is pouring investment into ice hockey and wants to turn it into a powerhouse by 2022. Although women's ice hockey in China has not been attractive previously as a mass sport, the Chinese women's national ice hockey team has appeared three times in Winter Olympic Games, whereas men's national team has not qualified for any Winter Olympics. The national women's hockey team was highly regarded and was expected to win the gold medal in the 2022 Winter Olympics.The challenges to hockey's development in China are not surprising as new markets tend to experience struggles due to the fluidity of logics (Greenwood, Raynard, Kodeih, Micelotta, & Lounsbury, 2011; Thornton & Ocasio, 2008) and issues of establishing legitimacy (Deephouse & Suchman, 2008).

How gender affects the place and role of women in sports participation has been closely tied to cultural views in China. We employ a mix of critical feminist analysis and institutional logics theory to break down the position and aims of women's hockey. Chinese women have recently become national heroines, with the intent to put China at the forefront of the sporting world (Brownell, 2008). Chinese authorities and other stakeholders have created, built, and sustained the environment for the national women's team. Specifically, our research was limited to examining the Chinese national clubs in Canadian Women's Hockey League (CWHL), and the Chinese national women's hockey team in the context of an emerging market for hockey and the Chinese government's Winter Sports Strategy.

This inquiry was guided by the following questions: (1) In what ways has the Chinese government intentionally supported improved performance of Chinese national women's hockey team; (2) How does this intentional support relate to possible changes in gender roles for Chinese women, who are participating in a traditionally male sport; (3) How might the development of women's hockey leverage the success of Beijing 2022 Winter Olympics, and (4) How does the role of women in the Chinese culture and the participation in a male dominated sport fit with the nationalism in China.

Research Design, Methodology and Data Analysis
To answer those questions, we employed archival research methods to document the history, policies, media coverage, and attendance figures of women's ice hockey in China. We systematically collected and analyzed data to create an understanding of the women's ice hockey development model. Primary data included documents collected from the General Administration of Sport of China, Beijing Organizing Committee for the 2022 Olympic and

Paralympic Winter Games, HC Kunlun Red Star Club, and several secondary documents such as the research reports and media coverages from China. These multiple data sources allowed us to address the development model of women's ice hockey in China, and its primary advantages and challenges. In sum, we collected data that spanned 26 years of women's ice hockey development in China. Data analysis followed the inductive grounded theory approach, wherein we identified first order concepts, second order themes, and aggregate theoretical dimensions (Gioia, Corley, & Hamilton, 2012).

Results

Initial findings suggest women's ice hockey development in China has framed the development model with opportunities and multiple resources. Women's hockey development in China was supported by the government in different ways. For example, the government increased the payment of Chinese women hockey players, offered scholarships to the U18 women hockey players, cooperated with HC Kunlun Red Star hockey club and established the "women's national hockey club," and built two women's teams participating in the Canadian Women's Hockey League.

Conclusion and Implications

The review suggested in China, the women's ice hockey development has created jobs for women on and off the ice, brought the opportunities for Chinese women players to speak up, and provide youth with role models. With Kunlun Red Star club reaching Clarkson Cup final in CWHL, and the national team placed 5thin 2018 IIHF Women's World Championship Division I B, the Chinese women's hockey players, are still described as "national heroines," bringing the hope to China for the success in Beijing 2022 Winter Olympics.

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New Times in Swedish and Finnish Elite Ice Hockey: Business Groups Instead of Non-profit Sport Clubs

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Background

Swedish and Finnish sport and elite ice hockey is by origin and tradition built on the principles of amateurism, non-profit and sport for all. As a consequence of the increased commercialization in both Swedish and Finnish men's elite ice hockey corporation has since the 1990s become a part of the elite club's business operations (Backman, 2012). In Sweden the Swedish Sport Confederation is governing body (organization) for the Swedish sport movement (i.e. all organized sport). As a consequence of increased commercialization, the Swedish Sport Confederation allowed sport clubs to continue sporting operations as a (public) limited company (Ltd./Plc.) in 1999 with restriction that a non-profit sport club must have voting majority, so-called 51-percent rule. The reason for this decision, and regulation, was the difficulty of combining non-profit tradition with increased commercialization of Swedish sport (Malmsten and Pallin, 2005). I comparison there is no 51-percent rule in Finnish elite ice hockey, and the reason for this development is the historically fragmented Finnish sport movement (Backman, 2012; Halila, 1999).

Aim

The main problem and research task is to analyze how increased commercialization in Swedish and Finnish elite ice hockey creates new tensions, challenges, opportunities and solutions in ownership of sport Ltd:s/Plc:s, despite their origin in sport movements founded in amateurism, non-profit and sport for all. My cases from Swedish and Finnish elite ice hockey are the business group used in the premier league clubs Växjö Lakers, VLH (Sweden) and Rauman Lukko (Finland).

Literature Review

A primal source when it comes to understand the legal frame for business groups in Swedish and Finnish sport is legislation, preparatory work and case law from the Swedish and Finnish Supreme Administrative Court. However, these legal sources have not analyzed the practical use (i.e. organizational structure) of business groups in Swedish and Finnish elite ice hockey. The Swedish 51-percent rule has on the other hand been analyzed by various scholars and lawyers. Finnish law professor Heikki Halila is one of those (Halila, 1999), as well as the former head of legal department at the Swedish Football Federation Krister Malmsten and his colleague at the Swedish Sports Confederation Christer Pallin (Malmsten & Pallin, 2005). Hereto Bengt Ågren, a tax expert at the Swedish Tax Authority has pointed out some difficulties and tax challenges with business groups in Swedish sport (Ågren, 2011). Beside these Jyri Backman a researcher at Malmö University has highlighted some of the similarities and differences in increased use of Ltd.'s/Plc.'s (corporation) in Swedish and Finnish ice hockey and the challenges this modernization upraises (Backman, 2012). One researcher that studied the modernization process of Swedish ice hockey is historian Tobias Stark (Stark, 2010).

Theoretical Framework

Theory is not necessary for analyzing Swedish or Finnish jurisprudence concerning business groups. By using a comparative method (see research design/method below)) this creates an explanation value. However, but not used in my study, Americanization is a valuable theory to understand the commercialization of Swedish and Finnish elite ice hockey, i.e. American influence and culture is received/imported/forced to a country (Alm, 2002).

Method

The study is comparative. The sources consist of jurisprudence and document analysis, primarily of Swedish and Finnish legislation, case law and preparatory work. From a jurisprudence perspective, the Swedish and Finnish Company Act and Income Tax Act, preparatory work and judgements from the Swedish and Finnish Supreme Administrative Court has been analyzed. By analyzing these legal documents important knowledge is achieved for understanding the (business) complexity as well as legal and financial development in Swedish and Finnish elite ice hockey.

Conclusion

My study shows that the establishment of business groups in Swedish and Finnish elite ice hockey (Växjö Lakers, VLH and Rauman Lukko) are multifaceted from a company and tax law perspective. A development driven by increased commercialization. The representatives of Swedish and Finnish elite ice hockey have different leeway. Representatives of Swedish elite ice hockey is bound the rules from the Swedish Sport Confederation and especially the 51-percent rule. In Finland there is no similar governing body in Finnish sport even though the Finnish Olympic Committee function as sport confederation. Benefits with the implementation of business logics as establishing holding company's group contributions can be granted. Hereto ownership can be spread among owners, as well as share voting differences opens up for shareholder contributions and dividends. One implication is that business logics challenge the traditional organization of Swedish and Finnish elite ice hockey, and sport overall. The establishment of Ltd.'s and Plc.'s (corporation) and business groups in Swedish and Finnish elite ice hockey has opened up new paths for the future.

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The Effect of Athlete Migration on Czech Ice Hockey: A 25 Year Study

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Aim
The aim of this paper is to outline the flow of sporting migrants out of and into the Czech Republic in light of the primary cultural position of the sport in the culture and the position of Czech ice hockey on a global scale.

Research Questions:
1) Can the increases in ice hockey migration flows be significantly correlated with indicators of cultural positioning of the sport such as the number of registered players and fan attendance?
2) Based on the global positioning of Czech ice hockey, do exports outweigh imports or vice versa, and what factors have influenced these flows over the last 25 years?
3) Where are Czech ice hockey players leaving to ply their trade, and what countries provide the imported labor? To what degree does this resulting map illustrate the globalization of the game of ice hockey?

Theoretical Background and Literature Review
Maguire first wrote about sport migration using Canadian ice hockey players playing in Great Britain (1996). He further delved into the influence and response to Canadians in European ice hockey, while still focusing on Great Britian where ice hockey is a secondary or periphery sport in the culture (Elliott & Maguire, 2008; Maguire & Falcous, 2010). This is in stark contrast to the position of ice hockey in the Czech Republic, where ice hockey is sport number one and a primary shaper of national identity. Thus Czech has much to gain or lose through the global expansion of ice hockey.

The expansion of the NHL, and the establishment of the 25 team KHL, has created an increased demand for players, with both leagues' teams supported by budgets which far outweigh those of teams further down the supply chain. Research has clearly shown that players developed where the sport is primary, and the level of competition is high, have a better chance at success (Bruner, Macdonald, Pickett, & Côté, 2011). While this represents common sense knowledge, the effect is significant in sport migration and the establishment in winners and losers in global sport. Poli has attempted to clearly define these winners and losers in terms of global football through networks and structural inequalities (2010). We attempt here to see how these networks and inequalities have affected Czech ice hockey migration.

Maguire (among others researching other sports) postures that sport migration leads to a talent drain and consequent decrease in the number of youth taking up the sport of ice hockey (Maguire, 1996; Maguire & Falcous, 2010). Humphreys argues the opposite effect, that the possibility of sport migration actually leads to increased investment by both governments and individual athletes in the sport in terms of finances and specialized training time, as well as increases in youth drawn to the sport (Humphreys & Munich, 2008). This study examines the developments of ice hockey migration and their effects on Czech ice hockey over a 25-year period in order to ascertain which conclusion more accurately describes the state of Czech ice hockey in today's globalized world.

Research Design and Data Analysis
Data from 1993-2018 was collected regarding information on Czechs, imports, and attendance figures in the top two Czech leagues, as well as locations of play for Czech exports, and IIHF rankings. All data was analyzed to identify migration networks and patterns, and correlations were calculated between individual variables measured.

Results

- Czech exports were on average three times greater than Czech imports. Exports ranging from a low of 96 to 325, and imports from 19 to 152.
- Slovaks represented between 56% and 97% of all foreign import players, with other leading importers being neighboring states and hockey hotbed nations.
- Export leagues increased from 19 to 29, while imports were limited to 8-10 nations.
- Exports were correlated to imports at .870, imports to attendance at .850, and imports to IIHF rankings at .745. All other correlations were significantly lower.
- The most important year was the2004-05 season with the NHL lockout bringing home the best Czech players and pushing Czech players at home both down and out to other leagues. This corresponded with the Czech ascension to the EU in 2004 which made it easier for Czechs to leave home.

Conclusion and Implications
Migration out of Czech primarily to the NHL, but also to international junior leagues increased while Czechs moved among the top three spots of the IIHF tables. The movement of Czechs to the leagues outside of Czech did lead to increases in foreigners coming into the top two leagues, but excluding neighboring Slovaks, these imports were relatively insignificant and in both leagues were positively correlated with league attendance. We find that sport migration patterns are not so different from other industries in terms of labor relations where athletes are the commodities produced and consumed on an ever-widening scale (Humphreys & Munich, 2008).

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Sport, Political Economy and Leveraging the Power of the Olympics: A case of South and North Korean Ice Hockey

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Aim

The aim of this paper is to examine the impact of the Olympic ice hockey tournament, particularly the unified Korean team on the wider issues of peace on the Korean Peninsula and how international attention has led to increased focus on developing professional hockey market opportunities particularly in the large Seoul marketplace. The specific purposes of this study were to 1) investigate the case of South Korea: Analysis of 2018 PyeongChang Winter Olympics, Review the Strategic Plan of KIHA (Korean Ice Hockey Association) and Assess the Promotional Strategies for hockey in South Korea, 2) raise awareness, and 3) provide any insights and suggestions for Korean Ice Hockey Team.

Research Background

The 2018 *PyeongChang* Winter Olympics was hosted by South Korea. It was successful judged from many perspectives, especially for better relationships between many countries, though the spectra of the Russian doping crisis and the USA-North Korea standoff created many moments of concern prior to the Opening Ceremony. Ice hockey in South Korea is now emerging into the new stage: *New Era* – "Post-Olympics." Addition to its promotional strategies in Korea, ice hockey became the key mediator for a historic Olympic run by the unified Korean women's ice hockey team. The *NBC News* described the unified team's game against Switzerland on 10 February 2018, "They may have lost in their debut game at the Winter Olympics on Saturday night, but the first-ever joint Korean women's ice hockey team easily won the crowd" (Ortiz and Abdelkader, 2018). Now, ice hockey is not only for fans in the Korean peninsula but also, for both governments to open the table for discussion, including many stakeholders.

In the case of ice hockey, it is clear major hockey leagues, such as KHL in Europe and Asia are trying to make steps to create a presence in Korea particularly in the lucrative Seoul marketplace. We discuss the following subjects in this context: 1) 2018 *PyeongChang* Winter Olympics 2) The Strategic Plan of KIHA (Korean Ice Hockey Association) 3) Promotional Strategies for hockey and 4) The New Era – "Post-2018 *PyeongChang* Winter Olympics.

Theoretical Application and Method

A number of decisions were decided through critical evaluation and steps. Then, those steps are structured to explain how those decisions have been applied and made. This investigation was designed to further understand the recognition of Korean Ice Hockey Team and its insights using theories from political economy as applied to sports (Nauright & Schimmel, 2005) particularly exploring the relationship between state actors and private business interests to explain how state and capital interact. To understand and achieve the objectives, the current policy and systems, including 2018 PyeongChang Winter Olympics were reviewed for this study. A comprehensive review and the administrative process were identified. The developing process and current status were collected and reviewed.

Findings

Our core question post-Olympics is: will the success of the 2018 *PyeongChang* Winter Olympics lead to market growth for hockey in Korea? According to Wang (2011), the "Olympic Games has a good public image and a unique social appeal" (p., 383). A CNN News article stated: "As he made his way to the stadium with his family, his young son waving the now familiar flag of a united Korean peninsula, Jung Jin-suk, from Suwon in the north west, said he hoped the unified team could help improve the South's understanding of the North" (Lewis, 2018). "Many people are excited," he told CNN Sport. "Maybe 99% of the people will be happy, but 1% aren't because they have bad memory about the Korean War. After this event, I hope that many South Korean people can understand North Korea better." We discuss the strategies coming into place and pre and post-Olympic markets to assess legacies of PyeongChang for the future of Korean ice hockey.

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Mapping the Rink: Migration Patterns of Male and Female NCAA Division I Ice Hockey Student-Athletes from North America and Europe

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Aim

Given the shortage of empirical research on university ice hockey, this study provided an opportunity to map out aspects of the movements of male and female ice hockey migrant athletes into the US university sport system. Given the booming international population within NCAA (National Collegiate Athletic Association) Division I Ice Hockey, very little is known about the ways in which these migratory processes have developed or changed over time. Therefore, this study provided a preliminary overview of the multidirectional flows of male and female ice hockey student athletes' initial migration into NCAA Division I Ice Hockey.

The aim of this paper was to examine the home regions, university destinations, and ensuing professional ice hockey leagues of male and female ice hockey players who have participated in NCAA Division I Ice Hockey. This study was guided by the following two research questions: 1.) Empirically, what are the migratory trails that comprise the student-athletes of NCAA Division I Men's and Women's Ice Hockey teams? 2.) What explanations for this migration can be made based upon the argument that NCAA men's and women's ice hockey in the United States is a zone of prestige for the game around the world?

Theoretical Background and Literature Review

The 'zones of prestige' theoretical framework created a critical lens to examine such migrant labor movements through both economic and political lenses. Zones of prestige refer to multiple or singular centers where culturally impressive activities are produced, displayed, and consumed (Maguire, 1996). Despite the developments of human made indoor ice surfaces in non-traditional ice hockey regions in the 20th century, research still points to certain regions in North America and Europe as holding advantages in terms of developing ice hockey player talent (O'Connell, 2015). Further, ice hockey player production hotbeds have been identified as Scandinavia, Ottawa, and Minnesota as the predominate regions of ice hockey talent respectively in Europe, Canada, and the United States (O'Connell, 2015). Hence these regions were categorized as the main exporters of ice hockey talent and arranged as the hypotheses accordingly.

Increasingly in the twenty-first century, NCAA Division I Ice Hockey has emerged as the preeminent place in the world for both male and female players to face premier competition, receive top-tier coaching and prepare for the level of international play, all while receiving an education (Haase, 2017). College hockey players in the US receive more than $30 million annually in athletic scholarships and are the primary feeder system for the National Hockey League in North America (Haase, 2017). However, hockey migration research to this point has mainly revolved around male athletes and professional leagues, in particular the NHL. This study provided a unique approach to investigating sports labor migration by incorporating data from both male and female athletes within a single sport and thus comparing the migratory patterns relative to the respective political economies that comprise international men's and women's ice hockey systems.

Research Design and Data Analysis

Data collection included each player's self-identified home country, Canadian province, or U.S. state as listed on NCAA and professional ice hockey team websites. Based on publicly available data, player information was collected across eleven seasons (2007-2017) and eight seasons (2011-2017) respectively for female and male ice hockey players. Using stratified sampling and a series of multiple regression analyses, this study captured the home regions, university destinations, and professional leagues of $N = 16{,}998$ distinct ice hockey players.

Conclusion and Implications

The majority of ice hockey player movements coincided with the hypotheses as Canadian ice hockey student-athletes mostly resided from Ontario and Europeans predominantly from Scandinavia comparatively to non-Scandinavian countries. Male university teams at Alaska-Anchorage, Clarkson, and Rochester Institute of Technology appear to have a near perennial preference players from Ontario and Scandinavia. On the female side, the majority of European ice hockey players primarily resided from Scandinavian countries. However, female Canadian players were found more frequently to migrate from the province of Quebec as opposed to the hypothesized Ontario province. In terms of U.S. athletes, male and female players who moved to universities outside of their home states were found to come primarily from the state of Minnesota.

The analysis has charted some of the centripetal forces attracting players to the zone of prestige where, over the course of increasing circles of worldwide mutual identification, formerly more or less independent national groups are becoming increasingly interdependent (Agergaard & Tiesler, 2014). By painting a clearer picture of the migrations and athlete movements taking place, this study carries implications for athlete migrants seeking collegiate or professional opportunities as well as ice hockey coaches, agents, and managers facilitating player production. In conclusion, these data help debate whether for non-US nationals, the NCAA may be seen as a sporting preparatory school or a step towards a "global finishing school" (Maguire, 1996, p. 10) for men's and women's ice hockey players.

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Developing Disability Sport: Pathways from Participation to Excellence

Convenors: Inge Derom, Jacqueline Patatas, Laura Misener, David Legg and Veerle De Bosscher

Managing Para-Athletes' Experience and Engagement with Sport Medicine in Large Scale Sport Event

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Aim
The aim of this research is to examine the experience of para-sport athletes and their encounters with medical professionals during Gold Coast 2018 Commonwealth Games. Understanding how para-sport athletes experience medical/rehabilitation encounters in the context of elite competition will contribute to the paucity of knowledge regarding the nexus of high performance sport and para-athletes and can inform event management practices around sport medicine/physiotherapy models of care.

Literature Review
Athletes have expressed dissatisfaction with orthodox medical and rehabilitation practices, due in part to perceived disinterest, over prescription of drugs, and the disempowering nature of the medical encounter (Malcolm & Safai, 2012). Athletes and people living with impairment are 'actively dependent' on the disciplinary practices of medical professionals; to optimize health, manage illness, and in the case of athletes, prevent injury and maximize performance (Lupton, 2012). Medical and rehabilitative practices privilege non-disabled bodies at the peril of the para-sport athlete. Medicalized biases regarding impaired sporting bodies may prevent medical/rehabilitation practitioners from becoming involved with para-sport athletes and contribute to athlete reluctance in seeking sport medicine and sport therapy care during and outside of competition.

The Commonwealth Games is a multi-sport Games attended by nations from the Commonwealth of Nations. In 1994, athletes with impairment participated in demonstration events and in 2002, para-sport athletes were granted full athlete status. Given the integrated nature of a Commonwealth Games, where elite athletes with and without impairment 'eat, sleep, and compete' simultaneously, Gold Coast 2018 afforded a unique opportunity to critique the planning, delivery and experience of medical services of para-sport athletes. Contextual Background: The first author is a sport physiotherapist and veteran of multiple Paralympic Games. Longstanding membership in both the Canadian Paralympic and sport medicine communities afforded her an 'insider' perspective to examine medical encounters of the para-athlete during elite competition (Howe, 2008). An ethnographic approach to data collection was used. Methods included interviews and observations of athletes with impairment (Spradley, 2016).

Methodology
Ethnographic field research was conducted at the Gold Coast 2018 Commonwealth Games. Ethnographic encounters included liaising with Health Science Teams (HST) and Team Leaders (TL) from multiple National Sport Organizations (NSO) to recruit para-sport athlete

participants from diverse nations. Athletes who volunteered to participate were interviewed at a convenient time/location and asked questions regarding encounters with medical personnel during the Games, as athlete and as a person with impairment. Participants were asked to consider how medical services could be improved to support high performance and the experience of elite competition. Participants were observed during competition and social interaction in the Athlete Village. Field notes and critical reflections were maintained to inform data collection and analysis.

Data Analysis

At the time of submission, data collection has been completed with analysis in the early stages. A mixed method approach to analysis is ongoing. Repeated and sustained immersion with the data resulted in a rich and intimate understanding of the data, which informed qualitative interpretation and supports rigor. Qualitative thematic analysis will be conducted to discover dominant/recurrent themes with a focus on how Games infrastructure, policies, and culture contributed positively and/or negatively to athlete experience of the Games and encounters with medical personnel. Analysis was conducted until elastic saturation was reached and the research question was adequately addressed.

Results

Preliminary findings suggest athletes experience greater satisfaction with medical encounters during Games, due to increased engagement of medical personnel and focus on athleticism. Given the paucity of research surrounding the experience of para-sport athletes, the findings will contribute to the lacuna of sport science regarding high performance and athletes with impairment and provide insight into the perpetuation of the medicalized understanding of impaired body and ability. Knowledge of medical encounters from the perspective of the para-athlete will contribute to critical discussions of Games related practices, policies, attitudes and built environments that can impact para-athlete engagement in the high performance environment. Understanding the needs of the elite para-sport athlete inside and outside of competition will inform major Games preparation and management, and contribute to athlete health, prevent injury and maximize performance.

Conclusions

Critical examination of the para- athlete experience regarding medical encounters during Gold Coast 2018 will generate knowledge regarding medical/rehabilitative needs of these athletes and inform future planning and delivery of high performance sport medicine. As the only integrated multi-sport Games, Commonwealth Games aims to "unite the Commonwealth family through sport". Foregrounding the para-sport athlete experience during a Games will assist the Commonwealth Games Federation to plan and managed a more equitable Games.

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Developing Paralympic Athletes' Pathways: An Analysis of the Sport Policy Factors and the Involvement of Stakeholders

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Aim

The aim of this research is to examine the influence of sport policy factors and the involvement of stakeholders in developing Paralympic athletes' pathways, working towards a practical paradigm for better understand and support para-athletes.

Theoretical Background

Athlete development pathways are interactions between the various stakeholders that are involved in the delivery of a successful athlete's career and a combination of elite sport policies. It is shown in the mainstream sport literature that elite athlete development includes interconnected components at micro, meso and macro levels (De Bosscher et al., 2015). In order to develop elite athletes, high performance managers need to develop systems and processes that attract, retain and nurture athletes (Sotiriadou et al., 2008). From the Paralympic sport perspective, only few attempts have been made to identify pathways and stakeholder's role in the athlete's development phases, as well as, quality indicators in the para-athlete development system. Furthermore, there is a debate in the literature about whether adaptations of existing programs to the Paralympic context are appropriate (Hutzler et al., 2016). This is based on the fact that the Paralympic context differs from mainstream sport, for example such as environmental factors, societal attitudes towards people with disability, challenges and barriers faced by para-athletes to participate in sport, and especially the need for coaches to gain disability-specific knowledge (Patatas et al., 2018).

Methodology

Drawn upon a hermeneutic phenomenological stance to explore the Brazilian Paralympic experts' lived experiences, qualitative research methods were used to examine the influence of sport policy factors and the role of stakeholders in the Brazilian Paralympic sporting context. 32 face-to-face semi-structured in-depth interviews were performed with high-performance directors, sports managers, academics and national coaches from five sports (para-athletics, para-swimming, para-powerlifting, wheelchair basketball and goalball). The interview protocol included a series of open-ended questions that were purposely expansive to encourage participants to talk at length and focused on the perception of the Brazilian Paralympic experts about the influence of the sport policy factors on the development of Paralympic athletes' pathways, the role of stakeholders, and the way Paralympic athletes careers are developed and supported in Brazil with specific reference to a sport policy perspective by systematically focusing on the nine SPLISS pillars (De Bosscher et al., 2006), used as a theoretical framework. Three types of analyses were performed to assist with abductive reasoning, which is a mix of inductive and deductive reasoning, as suggested by Sparkes and Smith (2014). This approach acknowledges the creative process of interpretation when applying a theoretical framework to participants' experiences (Sparkes & Smith, 2014). These were as follows: (a) thematic analysis to code the responses under major themes, (b) constant comparisons to develop more specific sub-themes and (c) content analysis to identify the percentage of experts that referred to each of the factors.

Results

Higher order categories revealed that sport policy factors and stakeholders are involved within five development phases in the Paralympic athletes' pathways, namely: (1) attraction, (2) retention, (3) talent identification and development, (4) elite, and (5) retirement. The results of this research have identified, on each phase of the Paralympic athletes' pathways, the sport policy factors, support programmes and stakeholders that are consistently involved throughout all development phases. The participants perceived that Financial Support (P1) and Coaching provision & Coach Development (P7) as the most influential sport policy factors that are present during all phases of the Paralympic athletes' pathways. Coaches and the National Paralympic Committee (NPC) were perceived as the most influential stakeholders during para-athletes' career development. The classification was pointed out as a parasport-specific factors and will influence the para-athletes' career trajectory in its entirety, impacting mainly the talent identification phase and the transition to elite phase, particularly when it is related to investments and support provided to a para-athlete. The findings revealed that stakeholders roles and sport policy influence manifests differently during each phase and it is dependent on the impairment-specific factors influencing the development of those pathways, the different type of impairments, and the influence of the athlete's classification and its implications.

Conclusion

The results of this research add to the complexity surrounding para-athletes' development, more specifically on the effectiveness of sport policy factors and the involvement of sporting organisations and stakeholders on the development of specific parasport policies that influence each phase of athletes' pathways. This research can contribute to inform nations on how para-athlete development pathways and the characteristics of support programs on an impairment-specific level are developed in order to assist on para-athletes' recruitment and development. Sport organisations can identify preferred development pathways in their own sport, and then build programs and implement strategies to encourage participation and promote excellence by looking at the different types of impairment and different support needs for athletes with disability.

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Nature and Evolution of Paralympic Sponsors' Motives

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Aim

The aim of this study is to further analyse Paralympic sponsors' motives to question its uniqueness and specificity, in regards with traditional sport sponsorship. As the literature mainly focused on the Paralympic Games, the study focuses on the International Paralympic Committee's commercial sponsors; the Worldwide Partners (WWP).

Theoretical Background

Although Paralympic sponsorship has significantly developed in recent years, in line with what has been done with the Olympics, only very few studies and publications have focused on the topic. These publications often focus on the case of the Paralympic Games. Two categories of publications are identified. The first category addresses the « consumer » perspective focusing on attitudes, brand image and purchase intentions (e.g. Nam & Lee, 2013). The second perspective represents the firm perspective and focuses on the consequences of sponsoring parasport athletes and teams, such as the impact on stock market value (e.g. Ozturk *et al.*, 2004). Although interests in Paralympic sponsorship increase (Legg & Dottori, 2017), the motives behind firms' engagement is hardly analysed, which can appear surprising considering their critical dimension in contemporary sponsorship management (Woisetschläger et al., 2017) and the specificities of parasports.

Methodology

From a methodological point of view, the aim was to identify and then categorize the motives of the six main IPC WWP. To do this, we used the Sponsorship Motive Matrix developed by Slåtten *et al.* (2017) and that comprises two dimensions: external versus internal and opportunist versus altruistic, that in turn create four quadrants: market, society, bond and clan. Three sources of information, where actions and objectives are mentioned, where used: the IPC annual reports (2010-2016; https://www.paralympic.org/the-ipc/publications), the website paralympic.org, and the website of WWP. Three researchers separately analysed the contents through the lens of the four quadrants of the matrix, as defined by authors themselves, to thematize and characterize actions and motives. Categorisations were then compared and discussed to reach an agreement between the researchers.

Results

The main findings tend to demonstrate a strong external orientation for the majority of the IPC WWP. This positioning is not as clear-cut for the second dimension, and it seems that this might evolve over time, depending of the length of the partnership. At the beginning, the altruistic orientation seems predominant. The claimed intention is not for instance to realise sales on specific segments or to get a direct and proportional return on investment. This description corresponds to the "Society" quadrant from the matrix and seems to correspond to the literature. Over time, the strength of the altruistic motivation seems to diminish to become more opportunistic, or strategic, in search for more marketing efficiency, without necessarily directly referring to overt commercial terms. This description corresponds to the "Market" quadrant of the Matrix. Based on the data collected, it seems that the initial motives of the WWP are close to "philanthropic" patronage. Over time, they can evolve towards cause-related marketing or corporate sponsorship. In that sense, the character of Paralympic

sponsorship seems quite relative and specific. These interpretations however need to be taken with caution considering the evolution of the relationships between the IPC and its WWP over time: relationships that end to be progressively extended in terms of perimeter and in terms of integration within IPC programs. This situation tends to indicate a will to co-create between partners in the long-term perspective, indicating the strength of sponsors' commitment to the International Paralympic movement.

Overall, it seems that the process (moving from altruistic versus opportunistic motives) appears quite traditional (e.g. Apostolopolou & Papadimitriou, 2004), especially when considering local sport sponsorship. However, the evolution seems different in the sense that he can evolve towards either cause-related or commercial sponsorship. Yet, it is however unknown what drives one partnership towards one direction instead of the other. If this study increased our understanding of parasport sponsors' motives, its exploratory nature and the fact that the sources may not exactly reflect the intentions of the sponsorship deciders as they represent communication documents; differentiating motives from objectives (Apostolopoulou & Papadimitriou, 2004). Further investigation is required, and interviews with IPC's sponsors constitute the next step for us in that direction. Similarly, a more direct comparison with Olympic sponsors' motives and objectives seem a relevant future direction for the study.

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Unpacking the Challenges of (Public) Management of 'Sport–for–all'–Facilities

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Measuring the Utilisation of Sports for All Facilities

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Aim
Following Iversen and Cuskelly (2015), we argue that utilisation is an important performance target for sports facilities. Using data from 500 Danish sports for all facilities, we investigate the advantages and drawbacks of three ways of measuring utilisation with regards to their potential for facilitating learning, steering and accountability for sports facility managers and policymakers.

Theoretical Background and Literature Review
Two performance information systems, which include measures of utilisation among other measures, are particularly relevant. The National Benchmarking Service (NBS) has developed a measurement of how much the sports facility is used based on annual visits per square meter of usable space (including offices and corridor space). Such a measure gives an overall impression of how many persons uses the facility taking the size of the sports facility into consideration (Ramchandani and Taylor, 2011). The CERM-PI use number of annual visits per square meter of the sports facility as a measurement for how much the sports facility is used (Howat, 2004). Both the NBS and CERM-PI measurements of how much a sports facility is used have the same weakness as such overall measures of use result in limited information about the extent that the sports facility more precisely is used at different points in time.

To overcome these weaknesses, we focus on what actually take place on the 'field of play' and we differentiate between three measures of utilisation: booking, usage and attendance. Booking is defined as how much the sports facility is booked prior to being used, usage is defined as the actual utilisation of the sports facility and attendance is defined as the ratio between bookings and usage. Further, we use Van Dooren, Bouckaert and Halligans (2015) framework on performance information to discuss advantages and drawbacks for booking, usage and attendance regarding learning, steering and controlling and to give account.

Research Design and Data Analysis
Our collection of performance information on utilisation is based on a method developed by Iversen (2015). Using a survey, we collect information about bookings, usage and attendance in the 500 participating indoor sports halls during one week. They have a similar size and can be used for the same sports. Therefore, their utilisation can be compared. Usage measures whether the 'field of play' is used by one or more persons. In addition, data on the users (e.g. gender and age) and the activity (e.g. type of sport, number of users and use of field of play)

are collected. Data show that in these facilities 83% of the timeslots between 16 and 22 is booked, and 61% of the timeslots is used. This result in an attendance of 75%.

Results and Discussion

The advantage of using booking data is the low cost compared to the other types of registration of utilisation presented in this paper (i.e. usage and attendance). However, the public sector is often heavily involved in subsidising the construction and operations of sports facilities. Therefore, it can be argued, that facilities need to be used to add value for society (Moore, 1995).

The drawback of registering usage is, of course, that the impression you get might be based on one week, rather than on an annual average/aggregate usage. If this is not taken into consideration, it might result in bad managerial decisions.

Even though attendance gives a good understanding of whether timeslots booked is actually used, measuring utilisation based on attendance has its challenges. With imprecise bookings not indicating all the activities planned, the attendance rates will be (too) high. Also, attendance is a less precise performance target for utilisation, when a sports facility has a smaller number of bookings. For example, a sports facility booked in only 30 percent of the time can score an attendance of 100 percent without this being an expression of sufficient utilisation. In terms of public value, this would reflect a case of suboptimal usage of a sports facility.

Conclusion and Implications

Using empirical data this article has shown that measuring the utilisation of sports for all facilities is not as simple as it might sound. A first consideration is the purpose of collecting the performance information. Bookings, usage and attendance can all be used for learning, but if the purpose is to steer and control or to give account, it is recommended to focus on usage as this gives the necessary detail to know what happens in the sports facility.

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Utilisation as Performance Measurement in Sports Facilities

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Introduction and Aim

This abstract is based on results from the research project 'Sports facilities of the future' – their operation and (public) management', which aims to gain knowledge on what matters for the performance of sports facilities. To do so a number of performance measures will be developed. These will relate to the sports facilities economy, utilisation, which users they serve, how satisfied the users are and the physical condition of the sports facilities. On the basis of these measurements of performance it will be possible to analyse in depth, which significance variables such as the type of management and organisation of sports facilities have for the performance of sports facilities. However, this abstract will focus only on the performance measurement of utilization, and what characteristics of the facilities and their management, which are important for a high utilisation.

Theoretical Background and Literature Review

Performance measurement is intensively used across the public sector in the western world. This widespread use is driven by a belief in performance measurement as a vital instrument for improving the performance of public sector organisations (Bruijn 2007). In Denmark (as well in many other Scandinavian and European countries) most sports facilities are supported by the local municipalities. In fact, the majority of the public spending on sport and leisure activities in Denmark (about 6.3 billion. Dkr. per year) goes to financing and subsidizing the operation of both public and private sports facilities. Thus, there is a growing interest in also measuring the performance of sports facilities in line with other public organizations (Alexandris, 2010). Measuring the performance of sports facilities is important for a number of reasons. First, it helps managers to achieve better results by enabling them to understand the drivers of performance and how to influence them. Second, performance measurement can be used as an outset for discussions and debates between managers, staff (and users), which can foster organisational learning, cultural changes and better performance. Third, if managers of sports facilities use performance measurement as a tool to document their value creation to the public and responsible use public resources, they will be rewarded with accountability and external support from politicians and the public (Moore 2013).

As stated, this research project looks at several different measures of performance of sports facilities. In this abstract though, we focus on utilisation as a performance measurement, which is based on the argument that utilisation can be argued to be one particularly relevant government policy area (Iversen & Cuskelly, 2015).

Research Design and Data Analysis

The research project 'Sports facilities of the future' – their operation and (public) management' is carried out in 2015-2019 and consists of three phases. Phase one is carried out in 2016 and consists of a survey to municipalities (n=50) and sports facilities (n=874) about the management of sports facilities. During phase two in 2017 performance measurement data of utilisation, user satisfaction and the physical condition of the sports facility is collected (n=291 sports facilities). Phase three in 2018 consist of 10 in depth case studies of sports facilities.

In this research project, measurement of utilisation specifically involves facility types like multifunctional sports halls, indoor swimming pools and artificial turf soccer pitches during March 2017, approximately 19.000 registrations of activities have been collected in 291 facilities in 23 municipalities representative for the municipalities in Denmark.

The data collection on utilisation was based on the methodology developed by Iversen (2015) and further developed and applied in measuring performance in a number of Danish municipalities (Forsberg & Høyer-Kruse, 2013; Høyer-Kruse, 2013). The registrations were done manually by impartial observers in each facility with the assistance of an online app developed for this task, providing detailed information on the time the activity started and ended, type of activity, number of active persons, type of organization offering the activity, registering no-shows, as well as the age and gender distribution of the participants. Data was subsequently validated and analyzed using the software Microsoft Excel and IBM SPSS.

Findings and Implications

Across the sports facilities in the participating municipalities, results shows that multifunctional sports halls are booked 82 percent but only used in 61 percent of the available time. For indoor swimming pools, the numbers are higher, where they are booked 87 percent and used 75 percent of the time. However, the figures cover large regional disparities, such as urban municipalities have somewhat higher both booking and usage than rural municipalities. Looking at different management types, we see a slightly better usage in sports facilities with area management. However, there is no significant difference between the usage of different sizes of sports facilities.

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Public Sports Facilities – Are They for the Public?

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Aim
About 80 percent of all public spending on sports in Denmark is spent by the 98 Danish municipalities (Ministry of Culture, 2014). Public spending on sports facilities have not been affected by the financial crises and the economic support from municipalities to sports facilities have not changed significantly since 2007 (Storm & Rask, 2017). Despite being a public good, public sport facilities are not used by all citizens. This abstract analyses who uses public sports facilities.

Purpose and Background
Sports facilities are prioritized in all Danish municipalities. The Act on Non-Formal Education and Democratic Voluntary Activity states that municipalities need to provide sports facilities to local sports clubs for free or for a minor fee. Additionally, municipalities are obligated to grant subsidies to sports clubs in the absence of suitable sports facilities. Furthermore, the act states that municipalities have to prioritize activities for children and people with a handicap, when assigning sports facilities. Considering adults, there are no rules influencing access to sports facilities. This raises the question who benefits from this public spending.

Research
Between 2015 and 2018, the Danish Institute for Sports Studies mapped sports participation among school children and adults in 16 different municipalities. Additionally, the use of selected public sports facilities (mostly sports halls and swimming pools) were recorded in 14 different municipalities across the country. Results from these municipalities were merged for use in this abstract. The data on sports participation includes 33,809 children and 15,702 adult respondents. The record of activities was conducted during two weeks in 133 public sports halls and 20 public swimming pools. The presentation will show who benefits from the public sports facilities (sports halls and swimming pools) and presents the opportunities municipalities have to improve the utilization of public sports facilities.

Results and Discussion
Because of the Act on Non-Formal Education and Democratic Voluntary Activity, sports halls are mostly used by local sports clubs, who stand for almost three out of four activities in the 133 public sports halls (from 16-22 pm). Almost all children in Denmark have been active in a sports club within the last year. It is therefore no surprise that almost two-third of the sports activities in public sports facilities are for children and youngsters (0-24 years old). The immediate conclusion is that sports facilities are used - as the act prescribes – primarily by children.

The data also gives insight into the use by adults. With only 37 percent of the adult respondents being a member of a sports club, adults use of public sports facilities is limited compared to children. Data shows that some adults are more reluctant to use public sports facilities than others. Amongst them who participate least in sports, those who are unemployed, only 14 percent uses a public sports hall, against 27 percent of all adults.

However, 29 percent of the unemployed used a (often private) fitness center, while it is 34 percent of all adults.

When asked if adult citizens are interested in using the public sports facilities without being a member of a sports club, 57 percent of the adults replies to be interested. Also, 45 percent of the adults would like to have the opportunity to use public sports facilities at a self-organized manner: Empty time slots where one just can enter the public sports facility in order to be active. Both these initiatives are business as usual in most swimming pools and fitness centers.

Analysis of activities in the 20 public swimming pools confirms that public sports facilities could reach a broader audience than sports clubs and children. In the public swimming pools 57 percent of the activities are organized by local sports clubs, additionally 34 percent of the activities are defined as activities related to public opening hours and therefore cover mostly self-organized activities. Furthermore, data shows that adults have more equal access to public swimming halls.

Conclusion and Implications

Most time slots in the public sports facilities are used by local clubs and children. Data shows that only a small part of the adult population actually uses the public sports facilities, because in practice one has to be a member of a sports club to get access to public sports facilities. Only 37 percent of the adults are a member of a sports club. Adults indicate however, that they would like to be active in the public sports facilities but wish flexibility and self-organization. Public sports facilities could learn from the more flexible swimming pools and fitness centers and can therewith be used to a higher extent by those who need it: the inactive population.

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Different Modes of Operations of Sport Facilities: Identifying Factors for Success and for Failure

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Introduction and Aim

Much like other European countries, in the Netherlands responsibility for sport is largely delegated to the local level. Almost 90% of government spending on sport is accounted for by municipalities, with some 10% accounted for by the national government and 1% by the provincial authorities. By far the largest share (85-90%) of the municipal local sport budgets in the Netherlands is dedicated to the construction and operation of sport-for-all facilities. The Netherlands has a very dense sport infrastructure and consequently the presence of sport facilities explain little of the variation in sport participation. Only a high variety of sport-for-all facilities in the proximity is found to be related to a higher likelihood of monthly sport participation, but not for weekly sport participation (Hoekman, Breedveld & Kraaykamp, 2017a). The municipal sport expenditures, however, do make a difference, with higher municipal sport expenditures being related to a smaller sport club participation gap between youth from higher and lower socio-economic strata (Hoekman, Breedveld & Kraaykamp, 2017b). This indicates that other aspects of local sport policy than the number of sport-for-all facilities within a municipality might be of importance to achieve the sport-for-all objective. So it may not be the construction of sport facilities, but instead the management and operation of these facilities that matter for sport-for-all. In this regard, Kung and Taylor (2010) showed that local authority in-house management of sport-for-all facilities resulted in higher customer satisfaction but worse financial performance compared with commercial contractors, arguably resulting in higher municipal sport expenditures. Consequently, a better insight in how differences in (public) management of sport-for-all facilities result in differences in the performance of these facilities (utilization, user satisfaction, financial performance, etc.) is called for. Especially, as in current times of austerity, developments in the sport sector and other perceptions on the role of the government in sport provision, municipalities explore possibilities to change the modes of operation of sport facilities. Municipalities aim to achieve a more efficient operation of sport facilities, opting to outsource aspects of sport facilities operation, for example, to private companies and to voluntary sport clubs. However, much is still unknown about the long-term outcomes of outsourcing sport facility operation. The aim of this explorative study, applying a long-term perspective, is to identify factors for success and failure related to different modes of operations and consequently promote better informed decisions on the facilitating role of local government.

Theoretical Background

The sport sector is characterized by a large variety in ‘modes of provision’ (Fine & Leopold, 1993). Some types of facilities are catered for by the market, some are run by voluntary sport clubs, while others are entirely operated by the government. In some cases similar types of facilities are provided by the public sector and by the private sector. In addition there are facilities where part of the operation is outsourced to non in-house operators, such as private companies or voluntary sport clubs. It is unclear what is under which conditions the most effective. While municipalities see potential in outsourcing the operation of sport facilities for more effective local sport policy, the current literature provide some reasons to be reticent on outsourcing sport facility operation. To illustrate, an evaluation of the Big Society agenda in the UK demonstrated that it is difficult to mobilize the private sector for the common good

(Civil Exchange, 2015), which questions the extent to which privatization of sport facilities contribute to the more socially-oriented goals of local sport policy in the Netherlands. However, Liu et al. (2009) showed that also public sport facilities demonstrate a consistent pattern of under-representation of the most disadvantaged socio-economic groups. Consequently, it is relevant to learn what modes of sport facility operation prove successful and under what conditions.

Research Design

For this study I conduct a literature review to identify general outcome measures as criteria to examine the degree of success or failure of different modes of operation for sport facilities. The literature review includes international literature, but has a strong focus on national literature, as sports systems, municipal support structures and policies can vary widely from country to country. Consequently, I investigate outcome measures of selected sport facilities with different modes of operations to identify the degree of success or failure. I will analyse their financial documents and occupation rates over a period of time and conduct semi-structured interviews with the sport facility managers. This enables me to provide an overview of the long-term outcomes of different modes of provision.

Findings and Implications

In the paper I will provide a review of different modes of provision and criteria to examine the degree of success or failure. Using a long-term perspective I will elaborate on my key findings and its implications to promote better informed decisions on the facilitating role of local governments.

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Performance Measurement as a Management Tool for Sports Facility Managers

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Aim

Performance measurement is intensively used across the public sector in the western world (Bruijn, 2007). In sports facilities, performance measurement has primarily been used to hold managers accountable for the use of public resources, while the limited focus has been on performance measurement as a management tool for the individual manager. Using a survey of customer satisfaction in Danish sports facilities, we will show how performance measurement can be used as a management tool.

Theoretical Background and Literature Review

The CERM-PI and the National Benchmarking Service (NBS) were established in the 1990s in Australia and the UK and are examples of how performance measurement in sports facilities can be carried out (Howat, Murray, & Crilley, 2005; Taylor & Godfrey, 2003). An important driving factor behind the development and establishment of both CERM-PI and NBS has been political aspirations to enhance sports facility performance (Robinson, 1999). Market-oriented reforms of the public sector corresponding with New Public Management and the political initiatives of 'Compulsory Competitive Tendering' (CCT) and 'Best Value' (BV) have resulted in local governments and sports facility managers to undertake performance measurement in sports facilities (Howat et al., 2005; Robinson, 1999). Hence, the NBS and the CERM-PI have been constructed primarily to meet the need of politicians and bureaucrats. Consequently, the limited focus has been on the 'micro level' of the individual sports facility manager and research on performance measurement in relation to managers 'raises as many questions as answers' for managers (Robinson & Taylor, 2003).

Research Design and Data Analysis

We use data from a survey of customer satisfaction in 211 Danish sports facilities to show how the individual manager can use performance measurement to inform managerial practices. The data consists of 8,212 respondents who answered a questionnaire consisting of 13 service attributes and 4 motivation attributes in relation to both importance and satisfaction. The respondents were users or visitors in a multifunctional sports hall, a soccer pitch, a swimming pool and/or a fitness center – or a larger center (a combination of the aforementioned facilities). The descriptive results show that an equal number of men and women took part in the survey, almost half of the respondents have been using the sports facility for at least six years and that three out of four respondents used the facility for sporting purposes.

Results and Discussion

Statistical analysis of customer satisfaction data indicates that the customers are very satisfied with the sports facilities they use and are likely to recommend friends, family, and colleagues to use it. Factor analysis reveals five dimensions of satisfaction: 'Quality of building', 'staff', 'surroundings and impressions', 'advantages of use' and ' the exercise activities'. Gap-scores (satisfaction minus importance) show, that customers perceived importance correspond to their satisfaction regarding 'advantage of use' and 'surroundings and impressions'. Contrary, the customers perceived importance are lower than their satisfaction regarding 'quality of

building', 'staff' and 'the exercise activities'. A stepwise discriminant analysis shows that 'Quality of building' and 'the exercise activities' are the most important dimensions for the customers overall satisfaction and recommendation.

Conclusion and Implications

The survey data implies that the customers in sports facilities already have high levels of satisfaction. However, managers could raise the overall satisfaction of customers by improving 'quality of building' and 'staff'. The biggest gain for sports facilities might not be the customers already using the facility, but rather to attract more customers. In the presentation, we emphasis how a survey of customer satisfaction (i.e. performance measurement) can be used as a management tool and attract more customers. This idea originates from the theory of Creating Public Value (Moore, 1995). According to the theory, performance measurement system can increase the performance of public organisations and document achieved performance to politicians and bureaucrats. In addition, performance measurement can initiate debates with customer and citizens about the future priorities of the organisation. We argue that managers have not been expected to initiate such challenging debates. However, such debates seem increasingly to be expected to occur by politicians and bureaucrats in municipalities. To meet these expectations, performance measurement can assist managers in initiating such debates locally in their sports facility.

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Governance of Local Sports Policy: A Swedish Case Study in the Post-NPM era

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Aim

The aim with this study is to analyze the governance of public resource allocation to sport in Stockholm city 1985-2017. The research questions are as follows:

- How are the resources distributed? How much and what resources? In what ways? To whom?
- Which principles are the basis for resource allocation? What are the guidelines of the decision makers and what are the underlying norms?
- How are the guiding decisions taken and how are they implemented?
- Which actors participate in the decision-making processes, who implement the decisions and what structures affect them?

Theoretical Background and Literature Review

The analytical approach starts within historical and political science and research of societal governing. Three forms of political social governing are scrutinized: hierarchic governing, discursive governing and interactive governing. The concept governing is stipulated *as a long-term impact that brings on certain specific effects*.

The changes during the last three to four decades that have influenced sport policies on a national level has been thoroughly described. From the beginning of the 1990s, sport scientists discern a gradual change in the stately view of the sport movement's societal role. They refer among other things to new general principles regarding the governing of aims and results in Swedish administration, and also to more cooperation and trust between governmental actors and to a rapidly growing element of aimed public project funding. At the same time though it is pointed out that "the greater part of sport support today lies within the appropriation of 'common nature' that RF has at its independent disposal", and that "the state /…/ has avoided political pressure regarding regulation and normative development of sport clubs and federations".

The centralized attempts to control have, as earlier on in history, mainly been in form of expressed wishes and interests – not regulations and sanctions. The matter of a new basis for negotiations and its penetration in practice can thereby only be settled empirically.

Research Design and Data Analysis

The method is a case study of Stockholm city. The empirical data is collected from meeting minutes and decision protocols from the public sports authority, contemporary literature and recorded and transcribed interviews with representatives of politics and public administration. The interviews are qualitative and semi-structured.

The data consists of leading decisions, i.e. those decisions that – in retrospect – can be seen as indicative on how the public sport resources should be (and have been) used. It could be long-term policy decisions or more direct, acting decisions. Mainly it is decisions and acting on support for sporting facilities and sport clubs that is being analyzed. The concept of support refers mainly to financial support.

Results and Discussion

The survey about the governing forms and practices indicates, that a lot of different shapes and practices have been used for a long time working parallel as a complement to each other rather than succeeding (replacing) each other. Primary results regarding the accomplished sport politics, i.e. the sport policy and administration-effects and consequences, are in the first place that the allowance of public funds to sports has increased during the period. Secondly that the resources are distributed in mainly the same ways (channels) as before and that there are mainly the same physical activities, organizations and social groups as before that are favoured – while others in comparison are disadvantaged. This is a fact in spite of that the politicians since quite a long time are fully aware of which groups have been neglected when it comes to physical activities, what kind of new desires citizens have today, and that there are many new initiatives from public authorities time and again to bring about a change.

Conclusion and Implications

The conclusion reads that the structural elements economy, tradition (worked up systems and routine procedures) and culture (standardized behaviours) have influenced the shaping of sports policy after 1985 more than individual actors and their articulated interests and expressed values. A fact is also that politicians and civil servants have a main responsibility regarding the implemented policies, but that they at the same time are forced to take into consideration the investments already done and the economic reality that reigns here and now. Interestingly enough international research often come to similar conclusions. Obviously there is local sports policy with high ambitions all around Europe. At the same time economic ideas, established structures and strong traditions often set more or less distinct limits of what could be done. The contribution this article provides concerns details on how the leading decisions are taken, by whom and why. The article also elaborates on the routines that make the setting for the civil servants in the local public sport administration and the cultures that influences the representatives in the public sport authority as well as the employees in the administration.

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Organisational Innovation in Sport for Development and Peace

Convenors: Per Svensson and Adam Cohen

Managing Sport for Development Facts

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Aim
With the objective to better understand the field of sport for development, this study conceptualizes how athlete data is translated into organizational performance accounts presented in annual reports. How data is translated into partner activation tools is discussed, and relationships between fact management, the qualifying of organizational performance and partner activation are proposed.

Theoretical Background and Literature Review
Although the field of sport for development (SFD) research has advanced significantly in recent years (Schulenkorf, Sherry & Rowe, 2016; Schulenkorf, 2017), more insight is needed on the design, process, and management practices in this field (Bruening et al., 2015; Schulenkorf, 2017). Clearly, operating in complex environments sustainably demands managerial adaptation and innovation. Moreover, as attracting and retaining vital financial partners often implies being answerable for claimed mission attainment, managing performance accounts is an ongoing concern for many sport for development agencies. Indeed, as SFD mission statements are not about "attracting large spectator audiences" (Cordery & Davies, 2016, p. 98), qualifying performance may be difficult when your mission is not just about winning a cup, a pennant or a medal.

As a case in point, one of the world's largest amateur sports organizations has been using sport to enrich the lives of people with intellectual disabilities for over 50 years now. With over 5 million athletes in over 169 countries, Special Olympics is a global force for change. Yet, qualifying and accounting for enriched lives is a process which invites greater academic attention. Accordingly, this study will follow Special Olympics Canada, which is one of the oldest chapters of this movement, as they craft their annual reports.

Research Design and Data Analysis
Latour's (2005) actor-network theory (ANT) is mobilized to retrace the connection between the actors who construct Special Olympics Canada's annual reports. Fascinating connections are traced and complex relationships emerge as actors enroll and activate others into contributing to the annual report. This approach also reveals, in rich details, the management functions required to translate aggregated datum about individual athletes into facts regarding mission attainment.

One important distinction with ANT is that an actor that mobilizes and activates other actors is viewed to be the same, whether it is human or non-human. For instance, as collating

massive amounts of data often requires technologies to be added to the network in a way that replaces humans. Thus, a database that contributes to collating efforts would be considered as an actor in this network. Accepting a database as an actor on par with a human coach may lead one to "struggle with the apparent complexities of ANT" (Feldman & Pentland, 2005, p. 92). Yet, in ANT, actors are all entities that instigate action in others and the email that reminds you that it is time to send in your contribution to the annual report is no different. The resulting connected entities that speak with one voice in the name of an organization, such as the 'Annual Report', are simply assembled, web like networks of actors. Thus, to better understanding such entities, scholars need to identify, disassemble, and retrace the social interactions between the actors that form these networks. This invites the ANT scholar to identify and observe the traces left by the social interactions between actors as they construct assemblages such as an annual report: memos, emails, notices, phone calls, meetings, etc. ─ all contribute to the traceability of the actor-network.

Findings and Discussion

Reassembling how actors prompt others into action and become, over time, embedded in stable networks, is what provides valuable insight about monolithic entities and their influence in society. This study proposes that: a) translating athlete data into presentable facts involves collecting, connecting, collating and communicating efforts; b) qualifying sport's contribution to quality of life forms the foundation of mission attainment accounts; and c) presenting mission attainment as fact is critical for convincing and retaining external funding partners.

Conclusion and Implications

This study's value is in its conceptualization of how, what, and why qualified facts concerning how sport enriches lives are established. Theoretical and managerial insight on the relationships built during the translation and transmission of facts about the enriched lives of athletes with intellectual disabilities are also provided.

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Sport for Development and Peace Programming: Struggles of Temporary Solutions to Yield Permanent Change

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Aim

Sport for development and peace (SDP) scholars have stressed the need for monitoring and evaluation efforts to be driven with a critical lens and not simply highlight positive outcomes (Coalter, 2010). Potential barriers regarding successful evaluation of SDP programs are the focus on positive outcomes of participants and limited longitudinal data. The purpose of this study was to provide a critical assessment of a (SDP) program, Volley4Change (V4C), through the lens of former participants. Researchers were particularly interested in the feasibility of long-term habit change through an eight-week program. Although SDP research in the South Pacific only started recently, scholars have begun conducting more empirical investigations in this region due to its growth in sport initiatives aiming to tackle health, fitness, and inequality issues (Sherry, Schulenkorf, Seal, Nicholson & Hoye, 2017).

Theoretical Background and Literature Review

SDP programs have received an increasing amount of institutional and political support over the past decade because of attention from governmental organizations, non-governmental agencies, mainstream development efforts, sporting bodies, and sport practitioners and academics from around the world (Sherry, Schulenkorf, & Chalip, 2015). These SDP initiatives use sport as a vehicle for social change surrounding issues like health promotion and disease prevention, individual development, gender equity, and conflict prevention and resolution (Coakley, 2011)

Previous calls for SDP research have suggested examining the organizational capacity of SDP programming as one way to assess effectiveness. Organizational capacity refers to an organization's ability to produce change and achieve desired goals specific to the dimensions of human resources capacity, financial capacity, and structural capacity (Christensen & Gazley, 2008). This framework also examines the relationship between these dimensions in attempts to determine an organization's strengths and challenges that allows the organization to foster change through the implementation of new practices.

Research Design and Data Analysis

To assess the organizational capacity and success of a small-scale SDP initiative, researchers aimed to speak with key stakeholders and former participants of V4C. Overall, 26 players were interviewed. Each had completed the eight-week program in their local village six months to two years before the interviews. Additionally, three coaches and two executives were interviewed. One on one interviews were utilised with each lasting between 16-43 minutes. The player interviewees were a purposive sample aimed to provide a varied representation in "time away" from the program and athletic skills. This data collection effort was conducted in two stages, once in early 2017 and once in early 2018. Guided by the literature, analysis was conducted using Nvivo 12 to code data and collapse codes into general themes.

Results and Discussion

Findings revealed that initial impact was perceived by all participants in regards to their health and fitness habits. When asked to reflect on their experiences during their eight-week V4C program, 100% of the respondents highlighted positive impacts. Due to pressures from grants and local government officials, the V4C format was designed to spend eight weeks in each village and then relocate to another area in need. This format aimed to maximize outreach based on their funding and limited staff and volunteers. As noted, all players emphatically stressed the positive aspects of the program. Nevertheless, it was nearly unanimous when they shared their current relationship with volleyball and physical activity that although they emphasized notable lifestyle changes, a regression to their previous habits seemed to take place for two key reasons: Lack of programming and cultural norms. Each of these factors emerged due to limited organizational capacity.

Conclusion and Implications

The present study aimed to make a unique contribution to the literature by capturing the perspectives of SDP participants six to 24 months after their SDP intervention who could openly speak about their regression along with their recommendations. Although there were noted improvements in health, eating habits, and socializing because of the program, these results were seemingly mitigated over time due to a lack of additional programming and services along with individuals reverting to their cultural norms.

From a theoretical standpoint, the current project aims to serve as a response to SDP scholars emphasizing a need for empirical studies with a critical lens and the perspective of participants with a less positivist experience. It additionally extends previous work on the organizational capacity of SDP organizations. From a practical standpoint, our research highlights the need for SDP programs to focus their efforts beyond outreach and individuals served to longitudinal outcomes and sustainable change. Considering the competitive nature of fundraising, grant applications, and obtaining support from key stakeholders, it is understandable that most SDP programs strive to bolster their numbers and highlight their ability to reach a wide audience of participants. It would be valuable for stakeholders (e.g., donors, government grants) to emphasize sustainable impact and long-term change over mass numbers, and call for programming that aligns with that vision.

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The Significance of Female Coaches and Leadership in SfD

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Aim

Adolescent girls' and young women's (AGYW) empowerment through sport has increasingly become a priority for sport for development (SfD) organizations and funders. Yet, it is not always clear how organizations can improve in this area nor which strategies prove most effective. This research explores promising practices through six case studies with organizations from across the world, that differ greatly, but employ some similar strategies in their work. The aim is to understand how female coaches and female leadership impact girls' participation and empowerment. These organizations are: Moving the Goalposts (Kilifi, Kenya); Dancing Grounds and Elevate (New Orleans, Louisiana, USA); Slum Soccer (Nagpur, India); Boxgirls (Nairobi, Kenya); and Active Communities Network (Belfast, Northern Ireland). This research seeks to share insights with organizations that face difficulties in their attempts to engage and support AGYW in SfD. Laureus Sport for Good Foundation identified the need for this research after commissioning a gender review of its grant portfolio in 2016. The review found that very few organizations in the Laureus grantee network reported on gender-related outcomes. Additionally, there was limited information on how organizations create opportunities for girls in sport, achieve an equitable gender balance within their organization, or develop pathways for female leadership. The organisations selected were chosen because of their successes in AGYW's engagement and pathways to empowerment.

Theoretical Background and Review of Literature

The literature review focused on three key areas to understand AGYW's participation and empowerment through sport. These three areas are: barriers for AGYW in sport, the presence of female leaders, mentors and role models, and accessible female coaches. Most of the existing literature in these areas has been carried out in high-income countries (HIC), Europe or USA, although the research actively sought to include studies that were focused on the experiences of AGWY in low-and-middle-income countries (LMIC), not many were found. AGYW in the countries studied in this research face very different barriers to accessing sport and educational opportunities. Yungblut et al. (2012) propose that barriers to AGYW's participation in sport can be broken into three areas: interpersonal, social and environmental. Each of these areas present different barriers to AGYW including negative self-perception, sport viewed as non-feminine, negative community perceptions, family restrictions, lack of comfortable sport spaces, and work burden (Massengale and Lough, 2010 & Slater and Tiggermann, 2011.) In some instances, the research reveals that these barriers can be overcome by emphasizing the importance of female leadership, mentors and sporting role models for AGYW (Bower, 2009 & Megheirkouni, 2017 & Meier, 2015.)

Methodology

The organizations included in this research were chosen in consultation between the lead researcher and Laureus staff. The selection was based on the desire to include both high-income and low-and-middle-income countries. It also intentionally selected organisations that use a variety of sports in SfD programming. Finally, the selection also intentionally included organizations that both work exclusively with girls and organizations who have programs for both boys and girls.

The researchers utilised a qualitative and comparative case study approach to explore, across multiple contexts, the questions of: how and why do female coaches and female leadership matter in SfD programming for girls? The comparative case study approach allowed for reasonable comparisons across six different programs while also allowing for unique contextual factors to be part of the findings and research summaries. The researchers conducted interviews and observation with participants, coaches and staff and then compared common themes across the case studies.

Results, Discussion and Implications

The key finding from this research is that AGYW's empowerment and development is intrinsically linked to female leadership in coaching and in the organization's management. The research proposes four interlinked and necessary conditions (or pillars) for organisations to achieve empowerment for AGYW: strategies to increase girls' participation; community outreach strategies; gender sensitive and adaptable programme model; and female leadership in management and coaching.

The four pillars support and reinforce one another. If an organization has strong female management or coaching staff, then AGYW's participation is more likely to rise and the program model is more likely to be gender-sensitive. Similarly, AGYW will face a more difficult environment in which to challenge gender stereotypes and barriers that have kept them out of sport in the first place if the program does not address the community attitudes that keep girls out of sport, or adapt their program to meet AGYW's needs.

Organizations that take an approach that is both self-reflective and intentional in its design to achieve gender equity and create opportunities for AGYW empowerment in sport have more success. The four pillars may serve as a blueprint for organizations building an SfD program. Female coaches and female leadership are vital, and are more effective when accompanied by a strategy to engage communities and families of AGYW, as well as ensuring that AGYW have access and pathways to participate in sport.

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Innovation in Sport for Development and Peace: A Quantitative Analysis of Organizational Learning, Innovation Capacity, and Types of Social Innovations

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Aim

A growing body of scholarship has examined innovation in different types of nonprofit sport organizations including those in Sport for Development and Peace (SDP). To date, however, these studies were guided by conceptualizations of innovation and frameworks developed in the context of for-profit businesses. These conceptualizations are "not applicable to the nonprofit setting without accounting for the peculiarities of [this] specific context" (Lurtz & Kreutzer, 2017, p. 108), including the underlying emphasis on achieving a social mission compared to profit maximization (Mulgan, 2006). Therefore, the aim of this study was to examine the nature of innovation in an international sample of organizations through a social innovation framework (Shier & Handy, 2015). Furthermore, potential antecedents, mediating variables, and outcomes of innovation were also examined. Based on previous literature, four hypotheses were developed:

Hypothesis 1a: Organizational learning will significantly predict the social innovation practices of SDP organizations.
Hypothesis 1b: Organizational learning will be positively associated with increased organizational performance.
Hypothesis 2: Innovation capacity will significantly predict the social innovation practices of SDP organizations.
Hypothesis 3: Social innovation practices will be significantly associated with increased organizational performance among SDP organizations.

Theoretical Background and Literature Review

Innovation was defined as doing something different from previous practice that positively impacted the ability of a SDP organization to promote social change. Shier and Handy's (2015) framework conceptualized nonprofit innovation in three dimensions: (1) types of programs and services provided by an organization, (2) processes of how organizations manage those services and programs, and (3) undertaking efforts to advocate for change and promote systemic or socially transformative change. Prior literature on social innovation identified organizational learning as a fundamental factor underlying the process of innovation by nonprofits (Phillips, Lee, Ghobadian, O'Regan, & James, 2015). The ability of nonprofits to implement organizational learning was identified as critical for continuous improvement and organizational sustainability, particularly due to the current competitive nonprofit landscape. Additionally, the literature suggests the ability of nonprofits to achieve desired goals is dependent on their ability to draw on a set of different capacities. Therefore, the Bridgespan Group (2017) recently developed a framework identifying six dimensions of nonprofit innovation capacity: (1) *Catalytic Leadership*, (2) *Curious Culture*, (3) *Ready Resources*, (4) *Diverse Teams*, (5) *Idea Pathways*, and (6) *Porous Boundaries*. Collectively, these six organizational dimensions are critical factors underpinning nonprofit innovation.

Methodology

A quantitative research design was used to address the purpose of this study. An electronic questionnaire was developed based on prior social innovation, organizational learning, and nonprofit capacity literature. An existing database created through a systematic analysis of publicly available SDP networks and organizational lists was used as the sampling frame of potential participants for this study. 817 SDP organizations received an invitation to complete the survey during a four-week period. Multiple regression analyses were used to test the study hypotheses.

Results and Discussion

154 survey responses were recorded for a response rate of 18.9%. Respondents represented the diverse geographic and program foci found in SDP. Reliability coefficients for each scale met recommended acceptability levels. Socially transformative innovation was the most common type of social innovation reported by respondents whereas process-related innovation was the least common type of innovation. The results of the multiple regression analysis revealed that organizational learning had an indirect effect on social innovation through innovation capacity (F= 10.606, p =.001, $R2$ = .075), but no direct effect on social innovation practices. Interestingly, no significant relationship was found between organizational learning and organizational performance. Innovation capacity, however, was identified as a significant predictor of social innovation (F= 24.586, p <.001, $R2$ = .149), which in turn was found to be significantly associated with increased organizational performance (F= 54.552, p <.001, $R2$ = .289). Thus, having a learning orientation within a SDP organization is not sufficient to be innovative, but SDP organizations also need sufficient capacity to be able generate new ideas, experiment and pilot test innovation practices, as well as to implement and sustain successful innovations over time. Additional analyses allowed for standardized regression coefficients to be identified for the relationship between the six dimensions of innovation capacity and the three types of social innovations.

Conclusion and Implications

Our findings highlight the multi-dimensional nature of social innovation in SDP and indicate sound processes and pathways allow for innovative ideas to be implemented, as this dimension of innovation capacity was the only one significantly associated with all three types of social innovations. Findings from this study provide a foundation for funders and policymakers to develop more targeted capacity-building programs to better support specific types of social innovation. Additionally, the results of the analysis can serve as a starting point for SDP practitioners to identify how their organizational practices align with their desired social innovations to enable them to more effectively promote social change through sport-based initiatives.

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Enhancing Civic Pride through a Government-Led Community Sport Event: A Case Study

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Aim

Sport events have been highlighted as an important mechanism for strengthening cross-community ties and building civic pride (Schulenkorf & Edwards, 2012). However, much of this work has focused on programs and initiatives delivered by non-governmental sport-for-development (SFD) organizations. Although many nonprofit SFD programs receive funding from local, regional, and national governments, there has been less attention to initiatives delivered *directly* by governmental agencies. The purpose of this study is to direct future research and practice by assessing and interpreting experiences of participants in the Philadelphia International Unity Cup, a citywide soccer tournament jointly delivered by the Department of Parks and Recreation and Office of Immigrant Affairs.

Literature Review and Theoretical Background

Previous studies on sport events have drawn largely on social exchange theory (SET) to analyze social impacts. According to SET, the social impact of sport events is contingent upon the perceived benefits associated with event-related "exchanges". In the organization behavior literature, SET has been applied to understand how various types of organizational support are "reciprocated" by employees through enhanced commitment and performance (Cropanzano & Mitchell, 2005). A key element of this process is the *perception* of organizational support, which allows employees to assess the "quality" of social exchanges provided by their employer (Cropanzano & Mitchell, 2005). Following this line of thought and using SET, SFD events delivered directly by local governments may be more effective at promoting civic pride than outsourced events (e.g., those put on by nonprofits), as residents are likely to attribute the perceived benefits of the event to their local government and thus "reciprocate" through enhanced civic pride and engagement.

The purpose of this study is to analyze this process through a single case study of the Philadelphia International Unity Cup, a citywide soccer tournament that involves teams representing 48 nations.

Methodology and Data Analysis

Focus groups were conducted to assess participants' experiences with the Philadelphia Unity Cup. One member from each team was recruited to participate in one of seven focus groups. Given the diverse cultural backgrounds and languages spoken of tournament participants, tournament directors assisted researchers in securing participants who were fluent in English. The focus group guide was based on theoretical concepts related to participant perceptions and civic pride, and inductive thematic analysis was utilized to identify key themes.

Results

Participant Perceptions

Unifying communities: Results indicated the event contributed immensely to a strengthened sense of cultural identity within immigrant communities. In particular, data indicated that the event helped link disconnected communities. For example, Respondent 3 stated, **"**the Unity

Cup has brought my community together, and brought unity too because we [were] kind of divided."

Strengthening community ties: Data indicated the event helped raise awareness of immigrant communities across the city. For example, Respondent 5 stated, "In a community like this, a striving community where there's a lot of challenges…it brings us together." Respondent 4 also commented on the positive influence of the Unity Cup, stating, "it's just like it brings a sense of pride because you see your community coming together."

Raising awareness: Respondents also expressed how the event helped raise awareness about their community. For example, Respondent 15 added, "because of the Unity Cup, you come in [and] who knows who you might meet [and] get connected to. I think it obviously created opportunities.

Civic Pride

Appreciation and pride: Respondents expressed an appreciation toward the city for organizing the event and actively engaging with immigrant communities. Respondent 1 illustrated this by saying, "for us I'm just so thankful to be here, appreciative of everybody's attitudes." Respondent 2 echoed these feelings, stating, "when you look at the government agencies, Philadelphia [is] really shining in my eyes that they do this."

Sense of connection: Data indicated the Unity Cup helped build a sense of connectedness and identity with the city, as respondents often spoke about how the event made them feel like they "belonged" in Philadelphia, and further enhanced their civic pride. Respondent 9 illustrated this by saying,

When I came into this country, like every other immigrant you are kind of searching for an identity to try a place where you can fit in. For me, soccer was always that avenue…I think that connects us to the city to give us that

Discussion and Conclusion

Results indicate that respondents had positive perceptions of the event, particularly related to the impact on cross-community ties and awareness. In addition, participants noted a strong sense of civic pride that was developed through the event. The connection described by respondents was particularly interesting, as they specifically mentioned how the city's involvement with the event made them feel "valued." This sentiment was often juxtaposed with their perception of the larger national context, and highlighted the importance of having the city, and its public officials, endorse and support the event.

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Examining the Influence of Shared and Servant Leadership on Organizational Performance in Sport for Development and Peace

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Aim

Scholars have called for increased consideration of alternative leadership theories in sport, including collective or shared leadership (Jones, Wegner, Bunds, Edwards, & Bocarro, 2018). For instance, Welty Peachey and Burton (2017) conceptualized that the humanitarian and social-focused nature of organizations involved in Sport for Development and Peace (SDP) may require different leadership approaches compared to other types of sport organizations. To date, however, no studies have empirically examined the relationship between different leadership styles and organizational performance in SDP to help identify suitable leadership approach(es) that allow practitioners to better manage their programs for sustainable program outcomes. The purpose of this study, therefore, was to examine the influence of shared and servant leadership on organizational performance in SDP. The following hypotheses were tested:
H1a: Shared leadership will be positively associated with organizational performance.
H1b: Shared leadership will be a stronger predictor of organizational performance than servant leadership.
H2a: Servant leadership will be positively related to shared leadership.
H2b: Servant leadership will be positively associated with organizational performance.
H3a: Human resources capacity will be positively related to shared leadership.
H3b: Shared leadership will be a stronger predictor of organizational performance than human resources capacity.

Theoretical Background

For the purpose of this study, shared leadership was defined as "a dynamic, interactive influence process among individuals in groups for which the objective is to lead one another to the achievement of group or organizational goals" (Pearce & Conger, 2003, p.1). Prior literature in other disciplines have identified a range of different antecedents and outcomes associated with shared leadership (Carson, Tesluk, & Marrone, 2007). However, empirical research examining the relationship between servant leadership and shared leadership as well as their relative contribution to organizational performance remains scarce in sport management. Servant leadership refers to an altruistic-based leadership philosophy centered around caring, developing, and empowering others, which may be particularly valuable in SDP organizations (Welty Peachey & Burton, 2017). There is also a consensus among scholars that organizational capacity challenges prevent SDP entities from achieving intended outcomes (Svensson, Andersson, & Faulk, 2018). Therefore, it was hypothesized that human resources capacity would be significantly associated with both shared leadership and organizational performance.

Methodology

An electronic study invitation was delivered to 1,120 staff members based on a review of the websites of all (known) SDP organizations in the United States via their organizational staff listing pages. A total of 215 respondents (19.2%) including 115 executive directors and 100 followers involved in SDP organizations in the United States completed the survey. The sample represented the diverse organizational and program foci of the population. The 20-

item Shared Professional Leadership Inventory for Teams (SPLIT) instrument was used to assess shared leadership. Servant leadership was measured using the SL-7 scale. Perceived organizational performance was measured using Delaney and Huselid's (1996) seven-item performance scale. In addition, human resources capacity was measured using a 14-item sub-scale based on prior literature investigating capacity levels of SDP organizations (Svensson et al., 2018). The reliability coefficients exceeded recommended acceptable levels. Data were analyzed with through a series of regression analyses.

Results and Discussion

The result of the multiple regression analysis showed that the three variables explained a significant amount of variance in perceived organizational performance ($R2 = .53$). Shared leadership was the most contributing factor ($\beta = .523$), but human resources capacity ($\beta = .251$) was also a significant predictor of perceived organizational performance. However, the multiple regression analysis also revealed a non-significant relationship between servant leadership and organizational performance when controlling for shared leadership and human resources capacity ($\beta = .083$). Nevertheless, servant leadership was a significant predictor of shared leadership ($R2 = .47$). The results of this study indicate the importance of shared leadership in SDP and that simply having human resources capacity is not sufficient, rather how SDP human resources function within SDP organizations is critical in terms of how successful an organization will be in terms of performance. Nevertheless, our findings also suggest that servant leadership and human resources capacity are critical antecedents for shared leadership in SDP. The findings of this study advance our understanding of leadership in SDP (Jones et al., 2018; Welty Peachey & Burton, 2016) by identifying the influence of shared and servant leadership on perceived organizational performance. Furthermore, this study also extends the broader sport management literature by providing the first quantitative assessment of antecedents and outcomes of shared leadership in nonprofit sport organizations. Implications of these findings include the need for leaders to enact servant leadership behavior as well as to actively seek opportunities to participate in targeted capacity-building programs in order for more shared leadership to be developed, which in turn can result in increased organizational performance. Future studies are needed to examine the potential influence of other capacities and leadership styles on shared leadership as well as organizational performance.

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New Age of Sport Management Education in Europe Project. Results from Spain

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Aim

This study is part of the European Project named New Age of Sport Management Education in Europe (NASME). The main objective of NASME is to develop and adapt a labor-market-driven Sport Management curriculum, designed to reduce the gap between sport education institutions and the demands of the labor market. Within this context, the objective of the present study as part of the Project is to know the current and future situation of the labor market in the field of sports management in Spain, relating it to the competencies necessary for its current and future development.

Theoretical Background

Demands of the labour market of sports management are increasingly demanding and professional. However, high education programs in this area are not clearly defined in Spain, being very difficult to define a competence profile of the sports manager (Gallardo, García-Tascón, Burillo, & Salinero, 2008). Only two universities have specific studies of Sports Management, while the rest of training available comes from heterogeneous degrees of Sports Science with different loads of Sports Management subjects (from 24 to 90 ECTS) or general business education and master's programs in Sports Management (Spanish Ministry of Education, Culture and Sports, 2018). In comparison, other countries such as Germany have 27 bachelor's degrees in Sports Management/Economics.

Methods

Since this research is part of the NASME project, it uses the same instruments and methodology. Specifically, the study is in line with Data Collection II. In this phase of the project an ad-hoc questionnaire was designed, which was reviewed and validated in several rounds by experts belonging to each of the 9 universities and countries that make up the consortium. The final instrument was a questionnaire with 5 sociodemographic questions, 17 open questions on current and future expectations, and finally an IPA (Importance-Performance Analysis) scale to compare a selection of 72 current competences and their importance in the future using a Likert scale of 1 to 5 (Organizational skills, Research skills or Teamwork, among others).

A total of 62 sports managers answered the questionnaire, belonging to sports clubs, sports federations, municipal sports services or private consultancies. The questionnaire was

developed with the Webropol 2.0 tool (Finland, Helsinki), using its text mining tool for the analysis of open questions. The IPA scale was analysed with SPSS 20.0 (SPSS Inc, Chicago, IL, USA) through pairwise non-parametric comparisons between current competences assessment and its future importance. Effect size was calculated to identify the magnitude of changes (ES; Cohen's d). The ES was evaluated following the next criteria: 0 to 0.2 = trivial, 0.2 to 0.5 = small, 0.5 to 0.8 = moderate, and >0.8 = large (Coohen, 1992). The level of significance was established at $p<0.05$. It can be seen how the effect size indicates that the magnitude of the differences is large in all cases.

Results and Discussion

Analysing and counting of the most repeated words (grounded) in the open questions revealed that the words technology and connectivity are the most recognized as areas of development within Sports Management. In the same way, comparisons between current assessment and future importance of each competence strongly support this finding. Competencies requiring the greatest development are "Knowledge of a second language" (+1.3; $p<0.001$; ES: 2.27), "Ability to utilize big data" (+1.12; $p<0.001$; ES: 1.01), "Digital marketing" (+1.09; $p<0.001$; ES: 1.24), "Data management Skills" (+0.89; $p<0.001$; ES: 1.16), "Use of social media" (+0.85, $p<0.001$; ES:1.07), "Use of virtual media platforms" (+0.83, $p<0.001$; ES: 1.06) and "Ability to make conclusions from research data" (+0.74, $p<0.001$; ES: 0.91).

Conclusions

The competencies and skills of the sports managers demanded by the sector have changed in the last 30 years. Martens (1987) pointed out that the most appropriate skills for a sports manager were imagery, psychic energy management, stress management, self-confidence, goal-setting, and attentional skills. Currently, the skills have been transformed due to social and business changes that society has undergone, evolving towards most specific skills and competences aimed at increasing productivity and mastering specific jobs. According to the results of the data collection in Spain for the NASME project, a change of mentality is needed on the competences that must be developed in these subjects, reducing importance of classic management competences and strengthening other skills related to analytics and technological development and connectivity in sports industry.

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Does Less Extensive Sport Management Education More Often Lead to Unemployment?

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Aim

The situation in management education in 9 countries in 2017 within the Erasmus + project New Age of Sport Management (NAS ME) is mapped and compared with the situation in 2004, which was the first year of the AEHSIS Thematic network. The recommended curriculum at that time for bachelor in sport management should consist of minimum 90 ECTS and hopefully 120 ECTS in sport management related subjects. Therefore, our research question was: 1. Does the minimum requirements recommended for sport management studies have been achieved? 2. Does less extensive sport management education more often lead to the unemployment of sport management graduates?

Background and Literature Review

The reasons for starting sport management education can vary and they are not mapped in this NASME project. Sport management as a study program is a fairly recent development in higher education in Europe. Since 1995, which showed 31 institutions in all Europe (Friedrich, 1995) there was an increase to 168 in 2002-2003 as stated by Hovermann (2005). The exact figure to-day we do not know because of the lack of respective register. We have witnessed expansion, but lately also some reductions in numbers of sport management study programs due to unemployment of graduate students. Therefore, we want to look into possible reasons for this development and the NASME project can give ideas of how this can be done in order to be prepared for the new competencies required in the sport management field. When it comes to the unemployment / employment of the graduates some countries have tracked their sport management graduates as for example Germany and Belgium (Taks et al, 2003; Packheiser and Hovemann (2015) and Norway (Skirstad, 2004; Skirstad et al 2018) but generally there is a lack of information regarding the employment figures of Sport Management graduates.

Method

Each participant country (9 altogether) had to describe the sport management education in their country and people in the four sectors (local sport managers in a city or municipality, non-profit sport clubs, professional clubs and private enterprises) were taking part in a survey on sport managers' competences today and in the future. Thus, we have the results on which competences are the most wanted in the future, and this information can guide the future of the education program. The results will be completed by end of June and then the in - depth interviews will be conducted with representatives from the four sectors mentioned above. In addition, the mapping of sport management graduates unemployment was conducted at national levels referring to very different sources.

Results

Only two private universities in Spain, Cologne University in Germany and the Norwegian School of Sport Sciences fulfill the recommended requirements of a solid sport management education at Bachelor level. On master level Cologne has a solid program, Real Madrid Europe University in Spain has an online education in sport management MBA, and the Norwegian School of Sport sciences has a two-year study with 80 ECTS on sport

management directly. Most of the universities in this investigation is applied universities or university colleges and that can maybe count for the difference. The bachelor study consists of from 10 to 35 % sport management topics, which is too little.

If the sport management contents are too small in the education, the students will probably not have enough specific competence to have sport management jobs when they graduate.
The national sub-reports dealing with employment/ unemployment of sport management graduates referred to different sources and different degrees of specificity. The employment of sport managers is not tracked separately in Employment in sport, Eurostat, 2017. The most favourable situation exists in the Lithuania where the employability of Sport Management graduates after one year after the graduation is provided by official website (www.karjera.lt) and managed by the Consortium of Lithuanian Universities created in 2014. Denmark has also statistics from the Ministry of Higher Education of professional bachelor graduates in sport management for 2011-2013.This weakness in the monitoring system is corrected in almost all countries (except the Greek) by particular research activities that are tracking the employment of sport management graduates from the respective universities.

Conclusion

It is still necessary to strengthen the curriculum in sport management topics in order to call the study sport management, and that will also have an effect upon the employment rate, when the persons to be hired with sport management education have more relevant sport management topics and also competences which are required in the future, which this research shows. Only on the base of correct data regarding the employment of sport management graduates it will be possible to proceed in the endeavour to achieve the match between the sport management curricula and labour market needs – which is the ultimate goal of the NASME project.

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Sport Management Studies 2020-

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Aim
The general aim of this project was to find future requirements for sport management education. The main research questions are as follows: What are the core competences in the area of sport management required in the future, what are the sport management areas the curriculum developers should especially concentrate on and what are the competences already more or less out-of-date? In addition to that the idea was to include sport business professionals from the whole sport management industry; public, private and third sector in this development process, use innovative data collection and analysis methods and in the end update existing sport management Master degree curriculum for Haaga-Helia University of Applied Sciences, Finland as a part of ERASMUS + New Age of Sport Management Education (NASME) -project.

Background
Educational policy has not always been successful on European and national levels. Many universities are nowadays educating people to positions, which are not existing any more or the labor market has changed so fast that neither the educational policy, the education itself nor the contents of education have not been able to adapt to those changing situations in the society and the market of sport services. The first trial to foresee the market demand of sport management education was AEHESIS-project (Aligning a European Higher Education Structure in Sport Science) during the years 2003-2007. During that project Performance-Importance Matrix (later PIM) was successfully and for the first time ever used for sport management curriculum development. Participants from six different European countries were then, about 15 years ago, able to see for example the strongly and fast increasing importance of information management skills and developing awareness of health issues. NASME -project was established to be able to foresee again the future market needs of sport management education on European level.

Design and Implementation
Importance-Performance Analysis (IPA) is a part of marketing research techniques that involve the analysis of customer attitudes toward main product or service and has been applied in several markets: for example, automotive, food, housing, health care, hospitality industry, tourism and education. The IPA was used here to manage quality improvement of education to improve field-education connections and sport management curriculum development in general and especially in Finland. This involved first measuring sport management area competence performance perceptions using a scale that taps 72 pertinent competences, which have been identified and also measuring the private (n=14), public (n=17) and third sector (n=18) professionals' perceptions of the importance of each attribute in the future.

A combination of current competences and future requirements was used to analyse the core competences and special competences required in sport management area (quantitative data). The Likert scale from 1 to 5 (1=weak, 2=fair, 3=satisfactory, 4=good, 5=excellent) was used for the evaluation of current competences. Important competences in the future were evaluated with scale from 1 to 5 (1=not at all important, 2=not really important, 3=quite

important, 4=important, 5=very important). Qualitative data (open-ended questions) was also collected about the trends affecting sport management practices during the following years. The combination of qualitative data and Performance-Importance data and method will help not only to identify core competences but also competences, which need special improvement. Also the competences, which are not so important in the future will be identified so, that fewer resources will be devoted to the development of these competences. New data will also enable the comparing of research findings between periods 2003-2007 and 2017-2018.

Findings and Implications

The main outcomes will be the updated structure and content of Sport Management Master Program to correspond the future needs of sport business and sport world during the next decade. Core competences, competences to be developed strongly as well as the most important instrumental, interpersonal, system and sport management specific competences will be defined. The analysis of quantitative and qualitative data will be finalized during the summer 2018 and conclusions will be reported during the EASM Conference 2018. In addition to that the research material will be completed with specialists' interviews during the autumn of 2018 and the whole project in nine different European countries will be finalized just before EASM conference in 2019, when the whole project and final conclusions and recommendations will be reported.

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Decade Challenge: Are the Core Competences for Sport Managers Remaining the Same?

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Aim

The aim of this paper is to analyze the change of the competences required for sport managers in Lithuania during the last decade.

Theoretical Background

Rapidly changing society is directly influenced by the quantitative and qualitative processes of the labour market. The dynamics of the sport sector justify the necessity of the competent sport manager which activity is concerned with the coordination of limited human and material resources, relevant technologies, and situational contingencies for the efficient production and exchange of sport services (Chelladurai, 2017; Chelladurai & Kerwin, 2017). During last decade we observe the continued growth of the interest in sport managers education across Europa and worldwide. EU ERASMUS Thematic Network "Aligning a European Higher Education Structure in Sport Science" (AEHESIS, 2003-2007) was created in order to integrate the programmes and time frames of the educational structures and to ensure that identified structures relate to the needs of the labour market (Camy et all, 2008). The main task of the investigation was to reveal current and future generic competences as well as specific competences required for sport managers, as one of the four selected occupations, in Europe. While analysing professional qualifications and competences in sport sector (Cingiene & Laskiene, 2007; Gouju & Zintz, 2014) always were considered to remove the gap between the needs of the job market and existing skills as well as abilities of the workforce.

Methods

The survey is a part of the EU funded project "New Age of Sport Management Education in Europe" (2017-2019) with the involvement of 9 European countries. Investigation in Lithuania was carried out in January-February, 2018. Representatives (secretary general, administrator, sales and marketing person) from national sport bodies, sport federations, municipality sport divisions, clubs, etc. responded to on line questionnaire (N=35). The questionnaire consists of three parts: 1) eighteen open questions; 2) the list of the current and future competences (72) of sport managers and 3) sociodemographics. The Likert scale was used for the evaluation of the competences (1=weak, 2=fair, 3=satisfactory, 4=good, 5=excellent). The method used analysing the research findings was Importance-Performance Matrix.

Results and Discussion

The survey results revealed that the respondents in the area of sport management identified nine current competencies with an average mean value of 4.0 and above: ability to work autonomously, desire to succeed, flexibility, ability to work in an interdisciplinary team, oral and written communication, team work, capacity for applying knowledge into practice and organizational skills. The last two competencies remain important for sport managers among the eleven mentioned by the respondents with an average mean value of 4.42. The answers of the respondents show the difference between the current competencies and the future requirements that lays a background for future sport management education development. So,

are there any changes identifying the importance of the sport manager's competences during the last decade? Referring to Tunning approach (Camy et al., 2008) the following *systematic* competencies remain the same importance as: desire to succeed, capacity to adapt to new situations. The most important *instrumental competences* remain as: capacity for planning and organizing and *interpersonal competence*: teamwork. Research results showed that two core competences Capacity for applying knowledge into practice and Ability to work autonomously are the most important for current and future sport managers in Lithuania. Current competences of professionals in the area of sports management are very much personality oriented. As for the future requirements in the area of sport management it looks that efforts are more oriented to a team work, analytic abilities and orientation to the efficiency of the activity outcomes.

Conclusion

Taking into consideration a national reform of a higher education system sport programmes in general and sport management programmes in particularly are in a certain danger. The main idea is to reduce the number of bachelor and master degree programmes across country. But sport sector is not rich neither study programmes or competent professionals. Dialog among all stakeholders is needed. Sectoral skills alliance could be one of the possible solutions to start open discussions about the future professionals of sport management (as well as the other occupations), to revise and upgrade study programmes and keep analyzing European and global trends of future sport manager's education.

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New Age of Sport Management Education in Europe, The Case of Greece

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Aim
This project aims to the development of Sport Management educational policy on national level all over Europe in a more efficient, effective and closer to the labor market manner.

Theoretical Background
Most sport and recreation services require multiple roles of their employees, which require a range of personal and interpersonal competencies. Moreover, Minten and Forsyth (2014) commented on the low infiltration of graduates into the sport industry, although annual surveys conducted by IHRSA (2013) revealed a significant increase in the number of sport and recreation organizations. Therefore, Higher Education Institutions (HEIs) are expected to develop a wide range of competencies and skills to enhance students' employability (Minten & Forsyth, 2014). Skills needed for a future sport manager to become effective in his/her workplace and the respective role of the HEI's curricula in developing these competencies should regularly be examined, as the sport industry is normally subject to changes caused by globalization and internationalization.

Research Design
Data were collected through a questionnaire which was translated into Greek through a back-to-back procedure and a small pilot was contacted. Then, researchers contacted through telephone and e-mail 123 representatives of different sport organizations (sport clubs, federations, private sector and public sector), from which 112 agreed to participate in the study, to whom was sent the link of the webropol. Unfortunately, the questionnaire's size was not as much attractive to the respondents and a second phone/mail attempt took place soon after this (a week after). As most of the possible respondents described the procedure as rather time-consuming, we decided to help them with the filling in. In some cases (approximately 12) we met with the manager/owner of the sport organization, gave him/her the questionnaire and waited for him/her to fill it in. In other cases, we sent the questionnaire as an attached file through e-mails and waited for their response. Out of the 112 managers/owners that initially agreed to participate in the survey, 68 returned the questionnaires on time (a response rate of 60.7%).

Results
Out of the 68 questionnaires, the 23.88% were from managers, marketing managers, directors of sport teams and sport academies, 25.37% from Sport Federations, 23.89% from private companies, such as recreation companies and fitness clubs, 2.98% from municipalities' sport organizations, 16.42% from Ministries, 7.46% from Higher Education and another public sector. According to the most important findings the respondents declared in an 84% that they believe that the commercialization of sport will have an effect in their working area, in an 82% that the internationalization of sport will affect their working area and, in a 97% that the development of information technology will change their work. A 73% of the respondents declared that they know that people with sport management education are employed in other occupational areas, mostly in the tourism sector and in cultural and another event management. In the question concerning their opinion whether there are people with other

education background than sport management working in their area, an 87% responded positively. More specifically, the members of the sample replied that most commonly, people with educational background such as economics, law, computer sciences and general management are those who are working in sport management positions. Regarding the current cooperation of the respondents' organizations with an institute that teaches sports management, most members of the sample (64%) gave a negative answer. The respondents evaluated 72 current competences included in the questionnaire in a 5-Likert point scale and they gave the higher evaluation in: i) Ethical commitment, ii) Desire to succeed, iii) Organizational skills, and iv) Teamwork. They gave the lowest evaluation to: i) Legacy planning, iii) Sports related legislation and iii) Stakeholder management. Respondents evaluated the similar variables as above but with a future orientation, and they highly evaluated: i) Digital marketing, ii) IT skills, iii) Sport tourism, iv) Sponsorship management, v) Capacity for applying knowledge in practice and vi) Capacity to learn. They evaluated lower than the rest, the competences: i) Sports related legislation, ii) Legacy planning, iii) Ability to work autonomously.

Conclusion and Implications

Employers assess as important all skill factors when they seek to recruit and retain efficient staff to achieve competitive advantage in today's fast changing and demanding environment. The results of both this survey, and of other researchers (Emery, Crabtree & Kerr, 2012; Ramli, Nawawi & Chun, 2010; Tsitskari, Goudas, Tsalouchou & Michalopoulou, 2017), show that sport employers demand their colleagues/employees to portray professionalism and develop their knowledge. This means that they wish their (future) partners to be willing to gain new knowledge, to strive for a higher level of performance, and aim to produce a better result. The concept of continuous professional development should be introduced in the sport HEIs curriculum. Students and graduates should realize the importance of being reliable, of gaining new knowledge and keeping up to date, of being positive and energetic.

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Academic Sport Management Education in Germany: An Attempt to Converge Labour Market and Higher Education

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Introduction

Higher education institutions have the task to qualify graduates of sport management programmes according to current and future needs of the labour market. The integrative design of academic vocational training requires an intensive analysis of the needs and expectations of the labour market (Arnold, 2015). Dunkel, Wohlfart and Borchert (subm.) conducted a curricular analysis concerning skills sport management programmes should impart and identified deficiencies in the training of required skills. For these reasons, this study focuses on the following goals: 1. To identify current and future job profiles in the sport management labour market; 2. To identify current and future skills requirements of (potential) employees in the sport management labour market, and; 3. To reach a common understanding, together with relevant decision-makers, on modernising sport management programmes at higher education institutions to accommodate labour market needs.

Method

The present study is undertaken in two stages. First, 101 experts working in the German sport management sector were asked to participate in a survey conducted from 11.12.2017-31.1.2018. These experts fill leading positions in various sport organisations in Germany, such as national governing bodies, regional umbrella federations, professional and amateur sports clubs and sports marketing agencies. Their contribution to the study is especially valuable, as they can best assess current and future job profiles and skills requirements in the sport management labour market and anticipate upcoming trends in the course of commercialisation, professionalisation, Europeanisation and digitalisation of sport (Giulianotti & Robertson, 2007). In addition, they are decision-makers in their respective organisations in terms of creating new positions and employing sport management graduates that are adequately qualified. Considering the role of higher education institutions to qualify sport management graduates according to future needs of the labour market, educators (e.g. heads of 51 sport management programmes in Germany) are advised to rely on these expert opinions when designing sport management curricula. The survey was conducted within the ERASMUS+ Project *New Age of Sport Management Education in Europe (NASME)* to identify skills required by current and future sport managers as well as to compare them with the sport labour market and higher education programmes in the context of Europeanisation. A total of 54 German experts from different fields of occupation completed the questionnaire. The results of the survey were analysed descriptively and exchanged during a meeting with the partnering universities of the project. Thereafter, the authors presented results and recommendations derived therefrom to and discussed with a panel of sport managers during the 22nd Annual Meeting of the German Association of Sport Economics and Sport Management (24.-26.5.2018) in Munich.

Results

According to the experts currently most positions are open in social media and project management but there will also be a high demand in e-commerce/sales and public relations. The experts were also asked to rate the importance of certain skills in the future. From a total

of 72 skills the following clearly stand out: *digital marketing, networking, decision-making skills, oral communication* and the *ability to work in a team*. Results clearly show that a growing number of employers fill vacancies with interns or through referral programmes. These findings underline how important it is to further dovetail labour market and higher education institutions within academic sport management programmes in order to increase the prospects of sport management graduates to start their career.

Conclusion

The results allow implications for job profiles, required skills and recruitment tendencies that are significant for the future design of sport management curricula. It would be naïve to believe that curricula of academic sport management programmes could solely be modernised on the basis of the requirements identified in this study. This approach would neither be possible in a federally structured education system like Germany's nor would it be in the interest of freedom and diversity in teaching (Erpenbeck & Sauter, 2016). However, digitalisation as a key element of future job profiles and skills requirements should carefully be taken into account when modernising curricula. Here it is imperative to not only facilitate knowledge acquisition but also to create technology-based learning environments (see e.g. Borchert & Schlöffel, 2017). Reliable partnerships between higher education institutions and the labour market should already be initiated when students are still training in sport management programmes in order to facilitate their successful entry into the profession. Especially internships, practice-related projects and networking events, such as job fairs, serve this purpose. Arnold (2015) already drew attention to the need for democratic legitimisation through evident proof and guidance for higher education institutions. The results and practical implications of the NASME project serve as starting point for a common understanding of the further development of academic sport management education to match labour market needs. To that end it is paramount that decision-makers from higher education institutions and the labour market engage in a more detailed discussion.

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ESMQ 2020 Special Issue Workshop: Exploring New Routes within Brand Research in Sport Management

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Influencer Marketing: The New Role of Athletes as Human Brands

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Aim
In 2017, digital spending ($209 billion worldwide) eclipsed TV (Kafka & Molla 2017). This important statistic signals the long predicted "death" of advertising but it also signals the robustness of direct and bi-directional communication on the Internet. More subtly, this statistic ushers in and solidifies the role of a host of content providers. While vestiges of traditional media are found, most of the new content and related advertising orients to "influencers." Athletes are prominent among these new "human brands" (Parmentier & Fischer 2012) but who they are, how they influence and what is their potential to up-end other marketing platforms such as sport sponsorship? This paper presents a conceptual model of the athlete influencer as a human brand and discusses the implications of this new role.

Theoretical Background
Research on celebrity endorsers has given way to research on influencers but no new theoretical frameworks have been advanced. This stems in part from the fact, that past literature encompassed many influencers, for example, athletes and entertainers have always been discussed as celebrity endorsers (Erdogan 1999). Research in the area focuses on three endorser characteristics -- trustworthiness, expertise, and attractiveness (Ohanian 1990); and one central task, matching the spokesperson and brand (Wright 2016). Under the "match-up" hypothesis, only celebrities that are in keeping with the image of the brand would be successful endorsers (Kamins 1990).

An Influencer is "a person or group of people who possess greater than average advantage potential to influence due to attributions such as frequency of communication, personal persuasiveness or size of and centrality to a social network" (WOM Association). Research considering the value that athletes receive in terms of pay, has been linked to both their performance (similar to expertise) but also to their popularity in terms of social media followers (Kottemann 2018). Influencer impact stems from authority, knowledge, position and/or a special relationship with their audience, or popularity.

Conceptual Model
Proposed here is a new theoretical model that seeks to understand influencer marketing in terms of audience impact (cognitive, affective or behavioral change). One key to this model is where the locus of power or control sits. With traditional sponsorship or celebrity marketing, the brand retains both of those. With influencer marketing, in contrast, it is the individual (as influencer) who dominates the relationship with audience members and consumers. Beyond this distinction, there is the contrast between micro (those with a tight orientation to a topic and a small following) and macro influencers (those able to comment broadly with a large following), which creates a four-box influencer model that looks at both orientation and realm of influence. The four quadrants of the model are Brand Centric-Micro (e.g., brand

ambassadors), Brand Centric- Macro (traditional celebrity endorsers), Human Centric- Micro (bloggers), and Human Centric-Macro (universal influencers). Each type can effect change in the audience/consumer.

Implications and Conclusions

The Brand-Centric/ Human Centric and the Macro/Micro distinctions of this conceptual frame give credence to the arising importance in practice of micro influencers such as bloggers and brand ambassadors. The distinctions also respond to the arising non-celebrity influencers that do not hold traditional celebrity status. It opens discussion and research regarding how established structures will deal with the new power and control that micro and macro influencers exert.

This conceptual framework also questions the established characteristics sought in an endorser: trustworthiness, attractiveness, and expertise. This conceptual frame demonstrates that the dimension of popularity is needed. As well, it questions the role of match between a brand and an influencer as central and brings forward the role that the audience/consumer holds with the influencer.

While the implications of new influencers play out in many industries such as fashion and food, nowhere are they more important than in sport. The dominant communications platform in sport for decades has been sponsorship of teams, leagues and events. Individuals have been sponsored and are ever more so, but the new role they play as independent marketing and communications channels already threatens some aspects of the traditional sponsorship model.

Today's athlete influencers in social media typically manage much of their own communications. They "own" their brand in an entirely new way that is highly contextualized with myriad interactions with audiences, organizations, events, media and other influencers. As athletes expand their influence, they, as other influencers, appear to be up ending current models of communication. One central value to the current model is that it acknowledges the ascendance of human-centric influence. Influencers may be employed by a brand at the micro or macro level or at both levels relative to a communications campaign, but no matter the strategic employment of influencers, they are a direct challenge to traditional models of communication.

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Talking About Sports Brands - How Our Social Media Conversations Reveal What We Say

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Aim

With the volume of social media posts each day continuing to proliferate on a daily basis, these are crucial issues for many aspects of business and management. In this context, this paper, in general, examines how social media users talk about brands. Specifically, we explore: who leads brand conversations on social media platforms (people and/or organisations we label as 'influencers'); how communications are structured; and what factors determine this structure (Berkman, 2013).

Theoretical Background and Literature Review

In order to address the central focus of our work, we analysed social media conversations pertaining to a high engagement brand. We see brand engagement as being cognitive and behavioural in nature (Kane, 2015). High engagement brands attract large numbers of social media posts, which in turn involves users actively reading, thinking about and acting upon posts made by the brand. At one level, this may simply involve 'liking' or 'retweeting' a post; at another level, this may entail formulating additional content that supplements existing brand content or creates a thread in conjunction with a brand post.

Research Design and Data Analysis

We employed a netnographic approach (Kozinets, 2015). The brand we selected for the purposes of our study was English soccer's Premier League (EPL). The EPL is one of the most popular, commercially successful sports leagues in the world, regularly attracting large social media audiences. Twitter was selected as the focus for our data collection because it is well used by brands, is an open social network, and provides access to its data via its open Application Programming Interface.

We selected the official Twitter accounts of the brands in this case for consistency. There were other hashtags associated with the brand, but in this case, the official account provided the unit of analysis. This also meant that we could compare one brand with the next on an equal footing. Although the official accounts were used, this still provided scope to analyse the conversations with and around the official brands.

For the EPL brand, data was captured on the same day each week, every week, for five months. This generated twenty sets of data. We used NodeXL to capture and analyse the data, which enabled us to qualitatively observe key influencers in conversations about the brands and the connections between both the people and the conversations which arose from the brands' Twitter posts (Hansen et al., 2010; Hansen et al., 2012). In turn, we were able to compare network shapes to those identified in the literature. We also analysed quantitative data behind the diagrams to provide further insight, which enabled us to find which accounts were most influential numerically.

The type of visualisation, which NodeXL generates depicts a central node (or nodes) responsible for generating the initial social media communication – in this case, a tweet by a brand (depicted on the left of the visualisation). The other nodes represent clusters of discussion among social media users, the most significant of which are shown on the right of our visualisations.

Results and Discussion

The most immediate observation to make is that the volume of conversations instigated by EPL tweets. Furthermore, the subsequent number of conversations prompted by original tweets was also significant. The network was of a broadcast form, where messages were created by a central hub but then shared by disconnected users.

We interpreted the disconnectedness of EPL users as meaning that, once the league tweets, clustering occurs with subsequent discussions taking place between fans of teams that play in it. Brand engagement and social media conversation in these terms would seem to be driven in combination the likes of Manchester United, Arsenal, Liverpool and so forth, that form part of a brand constellation, which the EPL is part of.

Further scrutiny of the visualisation revealed more detail about the nature of peoples' brand conversations. The users who are influential in the visualisations have a higher betweenness centrality score within the network. Betweenness centrality measures the number of times a node will lie on the shortest path to other nodes. It shows accounts that influence the flow around a system because they act as bridges within the network.

Conclusion and Implication

We conclude that when brands talk people listen (that is, read). However, in the case of the EPL people then wander off to continue the conversation amongst themselves about the brands – sometimes a lot, sometimes not very much. As the EPL demonstrates, whilst a brand might instigate a conversation, after the initial post it can lose control over subsequent discussions and even see other, more influential, entities driving what is said.

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Sponsorship of Sport Mega Events: A Conceptual Approach for Creating Shared Value

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Aim
Sport mega events represent an important platform that sponsors can use to communicate with prospective consumers. Although literature exists on value creation within sport (e.g. Woratschek, Horbel, & Popp, 2014), little attention has been afforded as to how sponsor brands and hosts may create value for consumers and other stakeholder groups within this important context. Therefore, this study aims to conceptualise the Creation of Shared Value (CSV) in sport mega events.

Theoretical Background and Conceptual Framework
Although investment in Corporate Social Responsibility (CSR) activities has long since become expected of corporations, it has been suggested that these no longer provide either a point of differentiation or a viable option for addressing and facilitating genuine societal change (Porter & Kramer, 2011). CSV refers to "*policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates*" (Porter & Kramer, 2011, p. 66). It focuses on identifying and expanding the connections between societal and economic progress (Porter & Kramer, 2011), and therefore, in a sport mega event context, it offers great potential for co-creation between sport mega events and sponsor brands to produce an enduring social footprint. In order to further explore how event properties and sponsors can utilise sport mega events to create shared value for a range of stakeholders, a conceptual framework including eight propositions is presented:

Antecedents of the creation of Shared Value
Sponsor Brand Capabilities: Consistent with the resource-based view, a firm's unique capabilities can yield long-term returns for both shareholders and society at large. Sponsor brand capabilities in the context of sport mega events refer to the unique, firm-specific resources embedded within the sponsor organisation, whose purpose is to improve the productivity of the other resources possessed by the firm and sport property. As noted by Maltz and Schein (2012), leveraging existing brand capabilities can lead to successful shared value creation.
Sponsor Brand Consistency: Sponsor brand consistency refers to the emphasis placed by a firm on profitability versus social benefit (Maltz & Schein, 2012). Within the context of sport mega events, brand consistency allows sponsors to integrate sustainability principles into business strategies in order to aid resource allocation decisions, measuring the link between social and environmental actions and financial performance.
Sponsor Brand Cultivation: To optimise shared value, a portion of value must be able to be cultivated by other entities beyond the boundaries of the firm. Whilst brand cultivation has been commonly referred to as a key element to trigger the creation of shared value, this assumption has not yet been tested in the context of sport mega events where sponsors should work with other stakeholders in order to achieve success.
P1-3: Sponsor brand capabilities (1), sponsor brand consistency (2), sponsor brand cultivation (3) has a positive impact on CSV.

Symbiosis between sponsor and sport property

We argue that a symbiosis between sponsor and sport property moderates the relationship between the three proposed antecedents (brand capabilities, brand consistency and brand cultivation) and CSV.

It is a widely held view that both parties can be both effectively and synergistically augmented over time (Stipp & Schiavone, 1996). Sponsors can create a symbiotic relationship with the sport property to legitimise their role as sponsor (Farrelly, Quester, & Greyser, 2005).

P4: Symbiosis between sponsor and sport mega event property moderates the impact of (a) sponsor brand capabilities, (b) sponsor brand consistency, and (c) sponsor brand cultivation on CSV.

CSV and its consequences

As noted by Maltz and Schein (2012), CSV is about finding ways to leverage the link between social and economic progress to create more value for multiple stakeholders. The benefits accrued by other stakeholder groups increase more as a result of a positive partnership between the sponsor brand and sport mega event property.

P5-8: CSV has a positive effect on (5) the sport mega event property, (6) the sponsor brand, (7) the host city or region, and (8) consumers and citizens.

Method

It is anticipated that individual, semi-structured interviews with industry managers will offer valuable insights into the plausibility of the constructs and propositions included within the current model. This approach encourages responses that are extensive and developmental, which may lead to the revelation of attitudes or facts and the ability to "find out what's happening [and] to seek new insight" (Robson, 2002, p. 59).

Implications

This proposed conceptual model represents an initial step towards exploring how sponsor brands and sport event properties can utilise the event to create shared value for a range of stakeholders. It is intended to further develop the model empirically, by conducting semi-structured interviews with sport mega event and sponsor brand managers, with the aim of providing a conceptualisation of CSV, and actionable insights for practitioners and scholars.

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Measuring Consumer Based Athlete Brand Equity and its Relations with Identification, Consumer Behaviour and Attitudinal Brand Loyalty

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Aim
The purpose of this study is to explore the concept of Consumer Based Athlete Brand Equity (CBABE), to identify its specific dimensions and its relation with sport and athlete identification, consumer behaviour and brand loyalty. In order to achieve this, the study uses the Consumer Based Brand Equity Model, the revised Psychological Continuum Model by Funk and James (2006) and Thomson's (2006) Human Brand concept as basic conceptual backgrounds to develop the scales to measure brand association, sport and athlete identification, attitudinal loyalty and consumer behaviour.

Similar to the results of Fan Based Team Brand Equity model by Bauer et al. (2008) we assume that in case of athlete brand equity (H1) the levels of product-related and non-product related attributes lead to more positive brand benefits while (H2) positive brand benefits create positive brand attitudes. We also presume that (H3) brand attributes forms athlete identification which (H4) elaborate the level of perceived brand benefits and (H5) brand attitudes and (H6) has a positive effect on attitudinal loyalty what (H7) leads to elevated consumer activity towards the athlete. Next, to these effects, positive sport identification (H8) increases perceived brand benefits and the (H9) level of athlete identification.
Theoretical background and literature review

The concept of Consumer Based Brand Equity in a sport setting is at the centre of sport management scholars' attention, since the end of the 1990s. There were several articles explaining different consumer based models built on different brand equity concepts. Although the first mentions of "athlete brand" emerged soon after the first appearance of professional brand equity studies and athlete "celebrity" endorsement also gathered some attention, only fractions of the athlete brand equity concept appeared. Like the model of athlete brand image (MABI) from Arai et al. (2013) which missed to conclude the benefit and attitude dimensions of brand equity and produced weak psychometric results. Although Hasaan (2016) and Williams et al. (2015) created two different conceptual frameworks for Athlete Brand Equity, for today there is no scale to measure athlete brand equity exists.

Research Design and Data Analysis
As a result of a widespread literature review of scales developed to measure brand equity in a sport setting, we created an item pool containing an overall of 118 seven-point Likert Scale items in 22 prefabricated factors. An overall of 972 Hungarian sport consumers was surveyed in order to create the final, Hungarian version of the scale (using EFA), to measure its psychometric properties (CFA) and to test the proposed model (SEM). As the first step of the analysis, the sample was randomly divided into two parts. A calibration sample (n=486) for the EFA, and a validation sample (n=486) for the CFA and SEM. The used sample sizes were deemed adequate for performing this analysis. The proposed structural model was performed both on the validation sub-sample and the whole sample as well. A final SEM was conducted in order to test whether the brand equity model helps to predict the sport consumers' attitudinal loyalty and consumer behaviour. The EFA, CFA and SEM were performed using version 24 of SPSS and AMOS.

Results and Discussion

As a result of the EFA seven brand attribute factors were created from which three are product related (performance, the athletes' team and sportsmanship) and four are non-product related (fan relationship, athlete personality, style, sponsor and the athlete's physical appearance). Furthermore, four brand benefit (entertainment and excitement; escape, local pride and national pride) and two brand attitude (knowledge and importance) factors were defined. The final CBABE scale contained 58 items. Along with CBABE, sport identification was measured with four items, athlete identification with four, while attitudinal brand loyalty with six. Consumer behaviour was measured with the (i) consumption of the athlete-related games or events, the purchase of (ii) merchandised products, the (iii) knowledge about and (iv) the purchase intention of the products of the sponsors and endorsers related to the athlete and (v) the consumption of the athletes' social media pages.

As a result, we can conclude that our hypotheses were supported and further studies using Multi-Group Analysis showed that fans with stronger psychological attachment evaluate the brand attitudes, benefits and attitudes higher than those with lower attachment levels.
Conclusion, contribution and implications

The results of the data analysis supported the proposed model and provided empirical evidence of the reliability and validity of the Hungarian measurement scale and its relationship to attitudinal and behavioural loyalty. From a theoretical point of view, CBABE scale provides a comprehensive measurement tool by synthetizing the existing frameworks and partial measurement tools from the field of sport and athlete branding. With the use of the proposed scale practitioners (athletes, managers and agents) will be able to identify the main characteristics of the athletes' brand which help them build and rebuild his or her personal brand.

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Esport Extensions of Football Brands: Stakeholder Co-creation in Action

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Aim

A steadily increasing number of sport organizations – a majority of them well-known football clubs with strong brands - have started launching competitive online games called esport. Academic research on this kind of computer gaming is still in its infancy, in particular in sport marketing. Despite the strategic importance and the impact of the launch of esport products on existing sport brands, sport management research has not taken much notice of the field so far. By answering the question: "How does the development of an esport brand influence the meaning of the parent sport brand?" this research aims at filling a gap in academic knowledge and making a contribution to managerial knowledge.

Theoretical Background and Literature Review

Esport is a dynamically emerging new field of business and research. Academic research on esport is rather recent and very much limited to specific physiological, social, motivational, informational, communication and sponsoring aspects. The relationship between the development of esport activities and potential changes of the meaning of a parent sport brand has not been investigated yet. Researchers interested in the field have rather focused on value co-creation of fan communities (Woratschek, Horbel, & Popp, 2014) and the relevance of sport brand communities for team loyalty (Popp, Wilson, Horbel, & Woratschek, 2016). Based on social representations theory Mühlbacher and Hemetsberger (2014) suggest to view brands as socially mediated processes involving a multitude of stakeholders with varying interests and as outcomes of these processes at the same time. According to this integrative concept interested stakeholders co-create brand meaning in an ongoing discourse concerning co-generated brand manifestations (Mühlbacher & Hemetsberger, 2013). Esport activities represent new brand manifestations that become subject to sense-making discourses of interested stakeholders. These discourses potentially lead to changes in the meaning of the incumbent brand to the stakeholders, that is, in the "dynamic collective set of knowledge, emotions and symbolic interpretations related to brand manifestations, brand stakeholders, and the interaction processes among these stakeholders" (Mühlbacher & Hemetsberger, 2013, p. 9). A strong fit between consumer associations with the parent brand and associations with the extension reinforces brand meaning (Völckner & Sattler, 2006). Reversely, the meaning of the brand extension can influence the meaning (and equity) of the parent brand (Völckner, Sattler, & Kaufmann, 2008). What happens to brand meaning when a sport brand introduces esport activities has not been researched yet.

Research Design and Data Analysis

To analyze the development of brand meaning during the launch phase of esport activities by football clubs this research conducts a netnographic study of the ongoing discourse of fans of AS Monaco before and after the introduction of esport under the same brand name. The study focuses on AS Monaco because the club currently is at an early stage of its esport development. Recency of the phenomenon helps avoiding the risk of largely biased memory of interviewees concerning the past due to intermediate events. The researchers observe the discourse of members of the official community of AS Monaco football fans and of participants in an independent community of fans, the Ultras Monaco 1994 in Twitter,

Facebook, and Forum. The researchers gather topics and contents of posts and threads before and after the creation of the AS Monaco esport product between June 2016 and June 2018 and content analyze the data by the help of Atlas.ti (Hwang, 2008). Interviews with sport brand employees and the analysis of documents provide information of actions taken by the football club. Interviews with online fan community leaders deliver in-depth knowledge concerning the impact of management decisions on the brand related fan discourse. Content analysis of sport media commenting esport activities and in particular the launch of AS Monaco esport completes the research by establishing the potential influence of public media on changes in brand discourse and meaning. A comparison with the posts and threads of fans during the same period as well as the actions taken by club management allows an assessment of public media and management influence on the fans' discourse related to the sport brand and on changes of brand meaning.

Conclusion and Implications

The research findings to be presented at the conference enhance academic knowledge concerning the co-construction of brand meaning by various different stakeholder groups and in particular in the field of esport. Understanding of changes in sport brand meaning over an extended period due to the launch of esport activities is essential for managers who are responsible for the development of their brand and for establishing the best communication strategy within the fast growing market of esport.

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Developing an Athlete Brand Identity Scale

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Aim

It is necessary to develop an athlete brand identity measurement tool to enhance research in this space and allow future comparisons between identity and image (Lobpries, Bennet & Brison, 2017). The main purpose of this ongoing study is to establish the different dimensions of the athlete brand identity construct and to develop the Athlete Brand Identity Scale (ABIdS). This study will contribute to research in the field of marketing and branding by incorporating Rasch measurement theory (Rasch, 1960) in the scale development process. Results of this study may provide useful insights and guidance that could help athletes establish successful brands.

Literature Review

Athlete brand research has received increased attention since 2012 and various studies have laid substantial foundations in this domain (e.g., Arai, Ko & Ross, 2014). Traditional models of brand management place most emphasis on matters external to the brand and pay insufficient attention to brand identity (De Chernatony, 1999). Hence, most research on athlete branding has been conducted with a focus on brand image from a consumer perspective (e.g., Arai et al., 2014). Considerably fewer studies investigate brands from the athlete's perspective (brand identity; e.g., Lobpries et al., 2017). Measuring brand identity is important because the success of a brand depends on the perception of a brand at the time of decoding its identity facets (Roy & Banerjee, 2014), which shape the brand's image in the mind of consumers. Therefore, effective management of internal brand resources results in favourable brand image (Harris & De Chernatony, 2011). Hence, brand identity and image are interrelated and ensuring synchronization between them is a prerequisite for successful branding. This requirement for synchronization makes the need for examining brand identity even more imminent. Particularly, when research shows that one significant reason for brand failure is the existence of a gap between brand identity and resultant brand image (Roy & Banerjee, 2014).

Methodology

Items were derived from existing athlete brand measures and reduced by athlete experts, who were also given the chance to add items. A pool of 55 remaining items was tested in a pilot study with 163 Australian athletes from 25 different sports. Refinement of the item pool was undertaken in two stages. Principal Component Analysis (PCA) reduced the items and identified underlying common factors. Rasch analysis then assessed item measurement properties from those factors to form a concise scale which best represents athlete brand identity. Rasch analysis was conducted following the protocol applied by Pallant and Tennant (2007).

Preliminary Results and Discussion

PCA identified two common factors of items. Rasch analysis on both factors showed PSI values exceeding .8, good item- and person-fit statistics with mean scores close to zero and standard deviations below 1.5, indicating no misfitting items or respondents in the sample. However, a significant item-trait interaction chi-square value highlighted misfit between the

data and the model for factor 1. In the analysis process, two items were deleted from factor 1 due to high correlation between items and potential multi-dimensionality. This significantly improved the overall fit and ensured uni-dimensionality. The 21 remaining items in factor 1 relate to *Athlete Personality Features* (e.g., 'passionate' and 'trustworthy'). The prevalent difference to existing scales (e.g., SABI; Arai et al., 2013) is that none of the items associate to the physical appearance of athletes. Experts did not regard this as essential for athlete brand identity, yet attractive appearance forms one dimension of athlete brand image. Only one item of factor 2 (*Social Media Presence*) was derived from existing scales ('supported by fans'); the remaining four items were those suggested by athlete experts ('engage in social media', 'attract media attention', 'share my athletic life with fans', 'online social media presence that is in line with my athlete brand'). The emergence of this factor highlights the increased importance of social media which forms an essential part of the athlete brand identity construct.

Rasch analysis also highlighted issues with both sub-scales and further refinements are necessary to reduce the number of items in factor one to develop a compact scale. Most items presented disordered thresholds, suggesting a problem with the response scale. Hence, two new questionnaires containing either unipolar or bipolar response formats to items are currently being tested on Australian consumers and athletes. Comparison of different response formats will allow selection of the most suitable response scale for the ABIdS. Further, the inclusion of athletes and consumers will enable the assessment of brand congruence.

Conclusion

Information gathered from athlete perceptions of what is important for their brand may further enhance our understanding of the complexity of human brands and allow comparisons with consumer opinions by evaluating congruence between the two. ABIdS is the first scale developed within this field which includes the athlete viewpoint and it also appears to be the first to use Rasch analysis as part of the scale development process.

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Brand Governance in Canadian Non-Profit Sport Organizations

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Aim

In the past 30 years, sport governing bodies in Western societies have been exposed to multiple forces in society, including more influential and involved stakeholders as well as social media. These trends have pushed NSOs to higher levels of professionalism and performance, including managing their brand. The purpose of this contribution is to examine how directors and managers of different types of NSOs (in terms of available resources; Kikulis et al., 1995) govern their brand, taking into account the influential role of stakeholders and social media. The three research questions are: (RQ1) How does brand governance fit within NSOs' overall governance? (RQ2) How important is brand governance in the relationship between the NSOs and their stakeholders; and (RQ3) What is the role of social media in the NSOs brand governance?

Literature Review and Theoretical framework

Brand governance can be understood as a system of rules, practices, and processes by which an entity's brand value, as a long-term strategic asset, is directed and controlled through clear, actionable goals (Séguin, 2015). The "stakeowner" dilemma (Ferkins & Shilbury, 2015) cannot be denied in the brand governance of NSOs. Social media can serve as a vehicle to achieve strategic brand objectives (cf. Sanderson & Yandle, 2015), if social media is well developed and properly managed (Narraine & Parent, 2017). The interrelationships between NSOs' brand and organizational performance, stakeholders and social media is tested in this study.

Method

The CEO and/or the Chair of the Board of 58 NSOs were invited to participate in an online survey; 32 NSOs responded (55%). The NSOs represented fours segments: (1) small (n=7), (2) medium sized (n= 15), (3) large (n=8), and (4) very large (n=2). The size of NSOs is defined in terms of number of staff and budget.
The survey consisted of three sections: (1) baseline information of the NSOs (13 questions; e.g., number of staff, budget, …); (2) governance and stakeholder relationships (19 questions; e.g., communication with stakeholders, accountability, …); and, (3) branding and social media (20 questions). This contribution reports on:
Brand governance within the organization (8 questions).
Interrelationship between brand governance and stakeholder (4 questions).
The role of social media in brand governance (4 questions).
Responses were measured on a 5-point Likert scale (ranging from 1=not at all to 5= always), or as dummy variables (yes/no measures).

Results and Discussion

Small NSOs seem to behave quite different when it comes to governing their brand. While they acknowledge the importance of brand, there is little they actually do in terms of management and governance of their brand. In contrast, medium, large and very large NSOs have done research, and have procedures in place to actually govern and manage their brand. This ties back to the fact that brand is important to them. Medium and larger NSOs are very

cognizant of their brand and are very conscious how they are perceived by external stakeholders.

Different types of communications are used with different types of stakeholders. This confirms the wide variety of stakeholders that NSOs are involved with (Parent et al., accepted). While medium and larger NSOs solicit some input from stakeholders regarding the governance of their brand (e.g., discussion of brand decision with external stakeholders), there is no operational involvement of stakeholders in brand management. NSOs actively manage and govern their brand internally. By doing so, NSOs avoid "stakeownership" (Ferkins & Shilbury, 2015), but also miss opportunities for brand co-creation strategies (Ferrand et al., 2012).

Overall, medium and larger NSOs see the importance of being cognizant how they use social media in terms of its effect on their brand. From a governance standpoint they control the message, which is in line with the fact that they like to manage the brand internally. The challenge is that NSOs may also lose control; for example, retweets of other stakeholders (athletes, volunteers, ...), may affect their brand negatively. Social media is a cost-efficient way for branding the organization, but consistency is particularly problematic with very large NSOs, which are often responsible to stage multiple events. This requires managing multiple brands, to the point that it can become very confusing. The potential negative brand impact, difficulty with consistency and lack of full control are major challenges which should not be underestimated.

Conclusion

This study is a first exploratory study on brand governance in Canadian Non-Profit Sport Organizations. It analyzed interrelationships between NSOs' brand and organizational performance, stakeholders and social media. It revealed a big discrepancy between small and larger NSOs. NSOs would benefit from actively involving stakeholders to co-create and strengthen their brand, without losing ownership. Social media offers opportunities for branding, but major challenges must be overcome. Next steps of the study will include interviews with key person of NSOs to further understand the notion of brand governance of NSOs in the current era.

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Managing Cultural Diversity in Commercial Fitness Centers: Analysing Integrative and Disintegrative Practices

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Aim

There is evidence that participation in sport and physical activity can make a significant contribution to the integration of broad sections of the population by promoting intercultural dialogue and mutual understanding. A field of sport, which enjoys huge recognition in German society in recent years are commercial fitness centers. Nowadays they have become attractive to a broad and diverse group of people (Andreasson & Johansson, 2014). Yet, commercial fitness centers got little attention in research on social integration, although integrative effects certainly exist (e.g., Bakken-Ulseth, 2004; Kleindienst-Cachay et al., 2012) On the sport political agenda fitness centers are considered as less important (in contrast to sport clubs) in regard to desirable integrative benefits within a community, region, or society to increase public welfare. Reasons are seen in the nature of fitness centers mostly as profit oriented organisations, in which social integration and management of diversity becomes only of practical relevance as it can be instrumentalised for achieving profit targets. This study aims to make a conceptual as well as an empirical contribution in the research field of commercial fitness sport by analysing top-down and self-reinforced integrative and disintegrative practices when dealing with cultural diversity.

Theoretical Background

The overall assumed integrative function of sport across social borders is challenged by commercialization trends in sports and health, which bring a market logic into a social field of life. As a frame of reference, multiple logics enable and determine agency in organisations by shaping the focus of attention as well as the perception of actors and in result determine developing organisational practices (Thornton et al., 2012). For understanding the dominant logics in the institutional field of commercial fitness centers and how they shape the practices in handling cultural diversity, the institutional logics perspective is used as theoretical approach (Thornton et al., 2012). In order to get a deeper look into the dynamics of evolving interaction and practices of different involved people (migrants and non-migrants) in an intercultural setting, elements of figuration sociology (Elias & Scotson, 1993) are considered as well. Figurations as interdependent networks of relationships create characteristic attributes through categorization processes, which can unfold integrating as well as disintegrating effects, which will be explored in the context of commercial fitness centers within this study.

Method

The present study is designed as an ethnographic field study, conducted in a low-cost fitness center with the aim, to accompany gym members and staff in their everyday lives/practices. Qualitative data was collected from December 2017 to June 2018 by participatory observations and problem-centered interviews with management, staff and member

representatives of one single fitness center to investigate the field of research more deeply and from inside out. The interview sample consists of 10 male and 10 female interview partners from different countries of origin, spread over Europe, Asia and Africa. Additionally data was collected in 50 observations in three time phases. Main criteria for choosing the fitness center were the low cost politic, along with an integrative strategy for attracting a wide range of cultural diversity of the members. For data interpretation, the method of objective hermeneutics is used to capture action-generating sense structures.

Findings

Data collection and analysis is still work in progress. First findings, considering field notes of observations and interviews, reveal that intercultural figurations in commercial fitness centers are characterised by processes of inclusion as well as exclusion depending on the operating institutional logics, which are carried into the social field by the actors. It can be emphasised that organisational practices in commercial fitness centers develop according to this reference frame top-down from a management controlled perspective and bottom-up (organic) from self-reinforcing tendencies. However, integration in commercial fitness centers runs unconsciously, neither the management nor the members themselves have the primary goal of developing social contacts. Interaction between members is voluntary and not necessary for the purpose of the training. Nevertheless, there are integrative effects in the context of memberships in commercial fitness centers. The informal atmosphere and the identification of members with common sport goals and habits, along with an inclusive environment supported by management activities, promote social exchange across cultural borders. It should be mentioned here that cross-border interaction does not exclusively concern the category of ethnicity. Integrative and disintegrative practices, taking into account the findings of intersectionality research, also run along other differentiating social categories, such as gender and age, which are also relevant in the context of commercial fitness studios (Gieß-Stüber et al., 2015; Rulofs & Dahmen, 2010).

Conclusion

The present study provides valuable and more deeply insights in the specific organisational practices that represent in- and exclusion of members with different cultural background in commercial fitness centers in the context of different institutional logics. The findings contribute to gain relevant knowledge for managing cultural diversity in fitness centers.

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Successful Achievement of Social Integration for Disabled People Through Neighbourhood Sport Coaches in The Netherlands

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Background

Since 2008 the Dutch government has been stimulating local sport participation by co-funding the employment of so called Neighbourhood Sport Coaches (NSC) as part of a policy called *Brede Impuls Combinatiefuncties* (BIC). These NSC encourage different target groups to participate in sport and make a connection between sport and other professional sectors such as education and healthcare. NSC are employed by local government or a related executive organisation and can focus on more than one target group. Since 2008 €433,7 million has been invested in BIC. Members of parliament have requested the Secretary of Health, Welfare and Sport to evaluate the nationwide impact of this policy (Lindert, Brandsema, Scholten, Poel, 2017). The study described in this abstract is part of the general evaluation following the theoretical model of evaluation by Jolley (2014) in which 1. The implementation of BIC was evaluated at the level of local government by conducting a policy analysis and 2. The reach of different target groups by the NSC was evaluated. The results of the general evaluation have been described in detail elsewhere (Lindert, Brandsema, Scholten, Poel, 2017).

Aim

The general evaluation identified seven target groups, differing from children in elementary school to vulnerable people such as refugees and senior citizens (Lindert & Brandsema, 2017). This abstract focuses on NSC targeting disabled people. The research questions were: 1. Which methods do NSC use to reach and activate disabled people? and 2. What is the output and outcome of these methods?

Design and Methodology

The study was conducted by a wide consortium consisting of Mulier Institute and eight Sport Management departments within universities of applied sciences, whose students (>30) participated in the local data collection. The students were trained prior to the data-collection and guided during the process by a researcher. A researcher from each university analysed the data collected for one target group of the NSC. In total, almost 300 semi-structured interviews of about one hour were held with NSC, of which 33 were conducted with NSC mainly focusing on disabled people. The students transcribed the interviews literally and entered the transcriptions by topic in a developed online tool. Out of those 33 interviews a randomized sample was used for data-analysis using Excel. The analysis of 19 interviews (12 women and 7 men from 26 to 62 years old) led to information satiation.

Results

NSC for disabled people support a broad target group, ranging from people with an inborn physical or mental (multiple) disability and autism to people with disabilities that occurred during lifetime. The majority of NSC experiences a certain level of freedom to determine tasks and goals of their work. This freedom is perceived as necessary to reach the goals of their work. An overall goal that is mentioned by many NSC is to reach inclusion in sport and society. In general, specific goals are formulated on three levels:

- ➢ Sport as a goal in itself, for example to motivate disabled people to participate permanently in sport.
- ➢ Sport as a means to reach other goals, for example to achieve social participation by partaking in a sport event.
- ➢ Organisational goals, for example achieving cooperation between organisations involved in caretaking for disabled people.

NSC operate in two different roles connecting and executing to reach the above mentioned goals. The 'connecting' NSC tries to connect organisations to guide a client to participate in sport. The NSC can make use of existing opportunities or create new opportunities in cooperation with the organisations involved. In the executing role the NSC organises activities and events for educational organisations or institution in healthcare. In both roles the NSC uses a demand-orientated method in which the needs of the client are taken as a starting point. This approach appears to be essential in order to reach inclusion in sport and society. A crucial aspect of reaching inclusion in sport and society is the experience of joy by disabled people during sport activities. Joy is enlarged by the NSC through freedom to act as deemed necessary.

Conclusion

In conclusion, the NSC can be defined as a frontline professional, whose job is twofold: 1. to apply the policy of BIC in a local setting and 2. to create local policy by identifying the needs of target groups (Lindert, Brandsema, Scholten, Poel, 2017). Because of the chosen research method, no hard numbers are available. Nevertheless, the results show that NSC play an important role in achieving participation in sport (output) and inclusion in society (outcome) for disabled people. Many of the given examples by NSC show a situation in which people with a disability can only participate in sport (and society) with the effort of the NSC.

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The Role of Organisational Capacity for the Management of the Social Integration of Underrepresented Population Groups in European Sports Clubs

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Aim

Sports clubs are generally perceived as important arenas for social integration, but a number of population groups are nevertheless underrepresented. In light of this, we set out to identify organisational characteristics of sports clubs that work strategically to address the management issue of social integration. Thus, the aim of this study is to investigate which organisational characteristics play a role in the integration of three underrepresented population groups: people with disabilities, people with migration background and people on a low income, and to elaborate on similarities and differences between these groups.

Theoretical Background

Five categories of organisational characteristics were examined, of which the first four were derived from the organisational capacity framework (Hall et al., 2003; Millar & Doherty, 2016; Wicker & Breuer, 2014):
1) Human resources capacity (operationalised as the numbers of volunteers and paid staff and the employment of paid management).
2) Financial capacity (operationalised as problems with the financial situation).
3) Planning and development capacity (operationalised as long-term planning and monitoring).
4) Infrastructure and process capacity (operationalised as problems with the availability of sports facilities and four different club goals with regard to companionship and conviviality, sporting success and competitions, integration of a broad range of population groups and integration of socially vulnerable groups).
5) General structural characteristics (operationalised as club size, club age, single-sport vs. multisport club, and community size).
The dependent variables included describe the likelihood of clubs to offer targeted initiatives for each of the three underrepresented population groups included. More specifically, club representatives were asked to indicate whether their respective clubs 'have special initiatives (e.g. activities, teams, cooperation, reduced membership fees, etc.) to increase participation among the following population groups'. They were asked to indicate 'yes' or 'no' for each population group. The wording of this question reflects an approach to social integration as a targeted club effort.

Research Design and Data Analysis

Statistical multilevel regression analyses were conducted using survey data collected among more than 14,000 sports clubs in the autumn of 2015. The data stem from the project 'Social Inclusion and Volunteering in Sports Clubs in Europe' (SIVSCE), which has collected comparable knowledge about sports clubs, members and volunteers in ten European countries, including Belgium (Flanders), Denmark, England, Germany, Hungary, the

Netherlands, Norway, Poland, Spain and Switzerland. In most of the countries, representative samples of sports clubs were included in the data collection.

Results and Discussion

All of the four included aspects of organisational capacity were found to be relevant for the integration of underrepresented groups. Infrastructure and process capacity was found to be relevant especially when operationalised as club goals. Clubs that work for the integration of socially vulnerable groups were significantly more inclined to have targeted initiatives for the three groups examined.

Another aspect found to be relevant was professionalisation when operationalised as having paid employees or a paid manager (human resources) and being engaged in long-term planning (planning and development capacity). Having paid employees or management is likely to bring resources to clubs that allow for a broader scope of activities, while long-term planning is likely to be a helpful tool in building sustainable activities. It is worth noting that we also identified a positive correlation with the volunteer work force (human resources), which indicated that having a large volunteer workforce can also foster more targeted initiatives.

Next, we found that the clubs that offer targeted initiatives have more problems with finances (financial resources) and facilities (infrastructure and process capacity). We would argue that the most likely interpretation is that clubs that offer activities for underrepresented groups have a higher demand for financial resources and facilities.

Finally, general structural characteristics (here club size, club age, single-sport vs. multisport clubs and community size) were found to have a limited influence on the likelihood of clubs to work for the integration of target groups.

The results also revealed that in the main, it is the same organisational characteristics that are positively associated with the propensity of clubs to offer targeted initiatives regardless of the target group in question. The main differences exist with regard to people with disabilities. For this group, the positive associations with clubs that have a paid manager and are organised as multisport clubs rather than single-sport clubs are relatively large, when compared to the two other target groups.

Conclusion

Overall, it was, from the results of the statistical analyses, possible to conclude that organisational capacity is important as regards the propensity of sports clubs to work strategically for the integration of underrepresented population groups, while general structural characteristics were found to be less influential. Since the data stem from the first large-scale comparative study of European sports clubs, and because we find only limited variation at the country level, the findings of this study are likely to be generalisable to sports clubs in Europe.

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Sports Clubs as a Medium for Integrating People with Migration Background and Disabilities

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Aim

Sports play an important role in policy debates, as they can encourage social integration of people with migration background as well as with disabilities. Here, particularly sports clubs are expected to provide valuable contributions for integrating these specific target groups in an organisational context as well as in broader society, and thus make a contribution to public welfare. In most European countries, there are initiatives of sport policy and cooperations between sport organisations that aim at enhancing social integration in and through sport for these usually underrepresented social groups. However, integration is not effected automatically and is strongly reliant on specific conditions. Therefore, the question arises to what extent sports clubs are able to integrate members with migration background as well as people with disabilities? Therefore, the degree of social integration of these two member groups are compared with all other members (without migration background and disability). Furthermore, it is interesting what role special programmes and initiatives of sports clubs play for the social integration of members with migration background or disability.

Theoretical Background and Literature Review

On the one hand, sports clubs permit reducing social differences and the sense of being foreign as well as creating social networks and friendships through their various opportunities for interaction and contacts (e.g. Janssens & Verweel, 2014). The joint activities can strengthen the sense of belonging and unity between members. On the other hand, universal expectations concerning the social integration achieved by sports clubs have been doubted, pointing to the underrepresentation of these two population groups and social closure practices such as discrimination, prejudices and conflicts (e.g. Elling & Claringbould, 2005). This ambivalence is debated with regard to the social integration of people with migration background as well as disabilities. Furthermore, social integration in sports clubs is usually discussed as a multidimensional concept. The analyses in our study refer to the concept of Elling, De Knop and Knoppers (2001) differentiating between three dimensions: structural, socio-cultural and socio-affective integration.

Research Design and Data Analysis

To structure and analyse our research questions, we use a multilevel framework for analysing sports clubs (Nagel et al., 2015). The logic of our model allows to combine the social integration of certain member groups on the individual level with the club level that means the specific measures regarding the promotion of social integration. The multilevel analyses build on data from the project Social Inclusion and Volunteering in Sports Clubs in Europe (SIVSCE), which was the first to collect large-scale comparative data on sports clubs in Europe (Elmose- Østerlund, et al., 2017). Ten countries (including Belgium (Flanders), Denmark, England, Germany, Hungary, the Netherlands, Norway, Poland, Spain and Switzerland) participated in the project, and, in each of these countries, comparative data has been collected on the micro level (n=13.082 members and volunteers) and the meso level

(n=642 sport clubs). The social integration was analysed via the members' survey by measuring the following three dimensions with different items in the questionnaire (reliability analysis: α between .75 and .83): (1) *Socio-cultural integration* which means both the ability of members to know and master values and decision-making in sports clubs and the acceptance of multiculturalism. (2) *Socio-affective integration 'interaction'* that is understood as the socialisation and the formation of social networks among members (3) *Socio-affective integration 'identification'* which means the degree to which members identify with and feel emotionally connected. Since our study focus only on sports clubs' members, the structural integration, i.e. the representation of certain social groups, couldn't analysed in detail. In contrast, specific structural characteristics of the clubs (e.g. having programmes and measures to integrate certain social groups) were collected via the club survey and integrated in the multilevel analysis by controlling for possible country differences.

Results and Discussion

The results show that members with migration background as well as with disabilities are relatively well integrated with regard to socio-affective (interaction and identification) and socio-cultural integration when they are compared with other member groups. However, the social integration of those members who are not born in the respective country is somehow lower in comparison with club members without migration background. In contrast, there are nearly no differences between people with disabilities and all the other club members. Furthermore, the multilevel analyses show that special efforts to support the integration of a certain target group are relevant for the degree of social integration of members with disabilities. Yet, there are nearly no effects of specific programmes and measure for the social integration of members with migration background.

The results show that special initiatives and programmes can help to enhance the social integration of members with disabilities and migration background. However, the respective measures have to fit for a specific target group.

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Sport Experiences and Social Integration of Women in/from Developing Countries

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Background and Aim

Sport and physical activity (PA) are fundamental aspects of cultures around the world. Participation in sport and PA can enhance physical, emotional and mental well-being as well as promote social relationships, networks, and civic participation (Spaaij 2012, Elling, de Knop & Knoppers 2001). Studies have shown that sport is particularly relevant in binding people to the society, creating sense of belongiong and loyalty (Walseth, 2006). However, women and girls with migrant backgrounds show decreased participation, along with a narrower range of activities in organized sports settings (Walseth, 2006). In the ongoing effort to integrate migrant women to the general society through sport, it is crucial to gain better understanding of the interplay between participation and social integration through their sport experiences. Thus, the aim of the research is, firstly, to explore the role of sport and PA in social integration of Ethiopian women from migrant backgrounds in Switzerland. Secondly, it intends to identify the different types of conditions that promote, as well as hinder, sport and PA participation in this target population.

Theoretical Background and Literature Review

Spaaij (2012) argues that for migrants, social encounters are more important than the sport activity itself. Sport provides opportunities for social interaction with migrants, from similar backgrounds, different backgrounds, and non-migrants, which in turn increases their social support and sense of belongingness, thus reducing isolation (Walseth 2006; Elling et al., 2001). Contrarily, social encounters in sport environments are not always harmonious. Experiences such as racism, discrimination, conflicts, and bias against migrants in sport grounds hinder social integration. (Elling et al., 2001; Walseth 2006; Spaaij 2012. These studies have also shown that sport environments can further perpetuate existing sense of "otherness" and ethnical divide.

The analysis of social integration is based on *"The indicator of Integration Framework",* developed by Ager and Stranger (2004), used to examine the role of sport as a 'means and maker' of social connection. Using the concept of social capital (Woolclock 1998 & Putnam 2000), it looks at the different forms of social relationships that serve as critical driving forces of integration.

This framework describes how social integration develops in a sporting context in three dimensions. The first dimension, "**s**ocial bonds", points out the social connection/ties between "like persons" who share similar experiences and values through their ethnicity, religion, and/or country of origins. These relationships are established within communities, which in return could create a sense of identity within. The second dimension, "social bridges" indicates to the social connection between groups who come from a different ethnicity, religion, and/or country of origin. It is the relationships between communities that demonstrate social mixing in which one could expand his/her day to day social circle. Finally, "social links" refers to the social ties between people in dissimilar social situations, through shared access to services and resources (Ager and Strang 2004, 18-20). This framework

argues that individuals or groups are socially integrated when they are "connected with member of communities they identify, with member of other communities and with relevant services and function of the state" (Ager and Strang 2004, 5).

Research Design and Data Analysis

A qualitative case study design will be used, incorporating semi-structured interviews and focus groups to accentuate how migrant women in Switzerland experience social integration both in and through sport, focusing informal sport settings. In order to do, participants will be recruited through visits to informal sport settings (i.e. neighborhood sports), community organizations and migrant offices, and the utilization of social media platforms (e.g. facebook, 'whats up', 'Meetup').

Initial results are projected to support the benefit of sport in easing the difficulties (i.e. language, lack of social support, etc.) migrant women experience in integrating into Swiss society. However, it is also possible that their involvement might spark conflict and social isolation as a result of the conflicting socio-cultural differences and discrimination.

Conclusion

The research hopes to challenge the existing homogenization of women in sports sociology research, addressing the lack of sensitivity to the differences in the experiences within the diverse population. Focusing on the voice of the specific target groups allows for a greater and more detailed understanding of current barriers to participation, and also what is needed to further promote social integration of women in sport and society as a whole. Looking through the lens of informal sport and sport settings will complement the existing research on organized sport clubs and programs in the social integration of women with migrant background.

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Sport on (un)Even Terms? Government Support, Youth Sport and the Social Gradient in Sweden

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Aim

The aim of this paper is to analyse to what extent government subsidies for youth sports activities in Sweden is designed to counter socio-economic challenges. First, we study the occurrence of a social gradient in Swedish youth sport – i.e. a link between social position and sport participation among adolescents – by a multivariate regression analysis in which youth sport activity levels in local clubs are examined in relation to socio-demographic data in the municipalities in which the clubs operate. Secondly, we analyse the findings in relation to the structure and impact of the Swedish governments subsidies for youth sports activities. We argue that subsidies based on levels of activities promote than counteract socioeconomic differences in youth sports.

Theoretical Background and Literature Review

In Sweden, state support to sport is – above all – welfare policy. The overarching aim of the government's support to organized sports is to promote public health, physical activity and recreation, especially among adolescents (Berggard & Norberg, 2010; Norberg 2018). However, despite an ambition to provide "sports for all" and to facilitate for underprivileged groups to participate in sports, actual research about social stratification in Swedish children's and youth sports is limited. Blomdahl et al have studied youth leisure habits and living conditions in a selection of Swedish municipalities and shown that children and young people with high social position participate in club sports more than youngsters in low socio-economic groups (Blomdahl, Elofsson, Åkesson & Lengheden, 2014). Larsson (2008) found a similar result in a study of leisure and sporting habits among teenagers in four socio-demographic different areas. In sum: there are indications that social position affects sport participation among young people, but there is a need for further research.
In Sweden, sports clubs receive public support from the government and the municipalities. A major part of the governments support to local clubs is in the shape of subsidies for youth sport activities (the so-called "LOK"-grant). LOK is a national subsidy based on member activities between the age of 7-25. It is an important source of income for many sports clubs – and also an important part of the Swedish governments sport policy. Further, due to the fact that almost all clubs apply for LOK-grants, its statistics can be used to measure both the scope and character of organised youth sports activities in Sweden.

Research Design and Data Analysis

The first part of the study is designed as a multivariate regression analysis in which youth sport activity levels in local clubs (LOK) are examined in relation to socio-demographic data about the municipalities in which the clubs operate. The study is conducted on data from 2014. The data regarding youth sport activities include all club sports activities that were granted LOK-subsidies in 2014. The socio-demographic analysis includes all of Sweden's 290 municipalities and contains official statistics regarding the following five dimensions:

1) Demography (population density, proportion of immigrants, population change)
2) Socioeconomics (income and education levels, local business, crime)
3) Social capital (civic participation, safety and trust)

4) Lifestyle and health (physical activity levels, health conditions)
5) Sports and cultural life (access to sporting facilities, diversity of sports and public investment in culture).

Results and Discussion

There are always statistical challenges comparing municipalities of different sizes and conditions. With this reservation in mind, the mapping of youth sport activities indicates the existence of a social gradient in Swedish youth sport. Activity levels are higher in municipalities with high income and education levels, high urbanization and positive population development. Other factors of importance are sports diversity in the municipality and the presence of high school in the town. Thus, the result indicates that young people's opportunity to participate in sport in Sweden is unevenly distributed.

Against this background, we raise the question to what extent the state's support to youth sport activities is designed to counter socio-economic challenges. In economic terms, subsidies based on sporting activities tend to favour regions and clubs with many participants and high levels of participation. Due to the social gradient in Swedish sport, subsidies based on activities also favours high social position. Thus, albeit the government sports policy aim to reduce socio-economic differences in sport, its largest subsidy is in fact designed in a way that rather strengthens than mitigates socioeconomic differences in Swedish youth sports.

Conclusion and Implications

The paper is based on a survey of all municipalities in Sweden and all clubs receiving LOK support. Thus, it is an important contribution concerning youth sport and social position in Sweden. Further, the study confirms the existence of a social gradient in Swedish youth sport and that subsidies based on activity tend to promote rather than diminish uneven conditions in Swedish youth sport.

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Being Part of a Club Community – Sport and Belonging? A Study of Refugees' Integration in Austrian Sports Clubs

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Introduction and Aim

Between 2014 and 2016, hundreds of thousands of refugees have come to Austria in order to flee from conflict or due to economic reasons. The countries of origin of many of these refugees, such as Syria or Afghanistan, tend to have a rather large cultural distance between their and Austrian values, beliefs and norms. In addition, many refugees experienced traumas in their home country or during their flights. Both factors were found to lead to rather poor integration (Berry, 2016). However, in the meantime, many of these refugees have joined sports clubs. As research has shown, sports have a huge potential to support integration, if necessary (pre)conditions are met (Stura & Johnston, 2014). While the German club system has a formal program funded by the federal government, assisting the clubs in integration activities and evaluating their impact, the Austrian sport system does not. Since it remains unknown if and how sports currently contributes to immigration in Austria, this study explores which factors significantly contribute which factors are significant barriers to their integration into the club community and, eventually, into society.

Theoretical Background and Literature Review

In this study, integration is conceptualized in accordance to Berry (2016), emphasizing that integration is a dynamic two-way process for both: the immigrants and the citizens of the host culture learn from each other and take on aspects of each other's' culture. An individual is perceived as integrated when he/she embraces interethnic relations and when he/she enjoys acceptance by the larger host society.

While a larger cultural distance as well as trauma or conflict tend to lead to poor integration (Berry, 2016), sport activities have been found to reduce social and cultural barriers, to support interethnic contact and integration (Stura & Johnston, 2014). As such, sport activities may be primary sites for immigrants and local citizens to connect (Vancouver Foundation, 2012). However, Krouwel et al. (2006) reported that sport participation, especially in soccer with its competitive and physical nature, may sharpen ethnic controversy.

Main criteria leading to integration refer to team cohesion, spending time with teammates both inside and outside of the sports environment or the *frequency* of participation or conflicts in and outside sports (Morela et al., 2013).

Research Design and Data Analysis

This study used a quantitative, deductive approach. An online survey was designed based on previous studies on sport and immigration, such as the findings of a qualitative, exploratory study with soccer clubs that used interviews with refugees and host culture club members. In this study, the research question was operationalized by assessing identification and personal identity perceptions, personal social networks and the degree to which they are involved in activities with members of the host culture. The survey is still open for host country national amateur sport club members and refugees actively engaged in sports, aiming for a sample of 400 participants involved in all kinds of sports, comparing the perspective of refugees and

Austrian club members. Data analysis will be conducted with SPSS; methods include regression analysis.

Expected Results

Based on previous studies, the author expects to find a significant relationship between the refugees' engagement in the club and their integration into Austrian club life and society. Encountered barriers may mainly relate to communication difficulties. In dealing with these, other already integrated members from a similar cultural background may be crucial (Cunningham, 2010).

In addition to social ramifications, the team as a primary group may potentially have a powerful influence on an individual's identity negotiation during the integration process. Since adapting to a different culture is very complex, primary groups play an important role throughout this process, helping the refugee to negotiate the social and physical environment (Delaney & Madigan, 2009). Consequently, the team's influence on the foreign athlete's successful socialization into the new culture may be crucial.

For those refugees who came to Austria without family, this study may reveal that their sports teams can become their primary group, a role that is mostly ascribed to the individual's family (Delaney & Madigan, 2009). The teammates and leadership may substitute for the role of the family by serving friendship and emotional support. And finally, the study may reveal needs for training in order to further facilitate the integration process.

Conclusion and Implications

As no systematic structures of how sports may support integration seem to be currently available in the current situation in Austria, this study's findings benefit the refugees and the larger society. Since the Austrian sport system does not have a formal program assisting clubs in integration activities and evaluating their impact, this study may be of crucial importance in identifying difficulties and the factors necessary for a successful integration through sports. Ultimately, understanding this process will help to facilitate a smooth integration experience by tailoring sports activities accordingly.

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Inclusion of Refugees in Norwegian Football Clubs

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Aim

During the course of the last decade we have witnessed an ongoing trend where sport in general, and football specifically, has increasingly been recognised as a means for promoting social inclusion (i.e. Rich, Misener, and Dubeau 2015, Tacon 2007). In Europe, this became particularly evident subsequent to the migrant crisis, which reached a peak in 2015. Consequently, initiatives were taken from organised sport all over Europe that aimed at enhancing social integration of refugees through sport. In Norway, the Football Association of Norway (NFF) were amongst the voluntary organisations that were granted public funds to address the issue of integrating refugees through football. This study address challenges and opportunities, as well as investigates the way Norwegian football clubs (FCs) are cooperating with relevant stakeholders in and around the community in including refugees into football. Consequently, the purpose of this paper is to offer empirical insight, not on *whether*, but *how* refugee inclusion works in voluntary sport organisations.

Theoretical Background

Research on sport and refugee inclusion suggest that sport activities provide an opportunity to facilitate the integration of refugees in that it promotes and maintains intercultural contact between refugees and locals (Piątkowska, Perényi and Elmose-Østerlund, 2017). However, research also demonstrates that newcomers are typically less involved in sport and physical activity than the general population (Rich, Misener and Dubeau 2015). In Norway, similar tendencies are revealed, showing that the minority population is significantly less involved in sport than the majority population and thus demonstrating that more knowledge is needed about strategies for inclusion in sport (Friberg & Gautun 2007, Walseth 2011). Further, voluntary FCs are "communities of interests" whose primary mandate is to serve the interests of their members. Normally the members' common goals are sport related. Hence, the objective of tackling specific social dilemmas, such as refugee integration, is usually not an immediate objective of the FC, its members and volunteers. The paper explores public expectations of the FCs role as facilitator for refugee inclusion, and how FCs deals with this role in practice.

Research Method

In this study, we utilized a multiple case study methodology and employed a combination of qualitative and quantitative methods to collect data.First, data were gathered through semi structured in-depth interviews (N=41) with various stakeholders from three different (football) regions (cases). Subsequently, we identified informants through snowball and purposive sampling. The informants included representatives from football clubs, refugee reception centres and/or public refugee services, regional football federations, regional sport confederations, municipality representatives, schools, NFF and voluntary organisations. Four different interview guides containing five focus areas were developed, allowing flexibility in regards to the informant. In the analysis, Malterud's (2012) systematic text condensation was applied. We studied the interviews to get an overview of the data material and to identify preliminary themes. Thereafter, we discussed the preliminary themes before identifying meaning units that were further classified into themes. In subsequent meetings, the

research group discussed the coding, re-evaluated the original themes and identified illustrative quotations.

Based on the findings from the qualitative interviews, an online survey (Questback) was distributed to Norwegian FCs (N=279), requesting data regarding the clubs formal systems of refugee integration, funding of refugee inclusion projects, experiences in working with cooperating partners as well as best practices. The survey was anonymous, and Excel was utilised to analyse and present the data.

Results and Implications

Results indicate that generally, the FCs in our study seem to understand, accept and agree with the expectations provided by the surroundings that they through being voluntary organisations have particular opportunities and therefore responsibilities in focussing on integration of refugees through football. However, the FCs reveal that there are several challenges concerning the inclusion of refugees into Norwegian football. These are in particular related to language and communication barriers as well as cultural differences, gender barriers and economy. The challenges highly include refugee parents, and thus the involvement of this group is considered crucial in order to make inclusion work.
Each Norwegian football region and each FC are different in terms of size, resources and even challenges. It is therefore important to emphasise that working with inclusion may take many forms and that one size does not fit all. However, a generic result from both the qualitative and the quantitative data material is that a broad, systematic club-driven approach (as opposed to an approach driven by individuals) is important for the inclusion of refugees into Norwegian football. To address some of the challenges related to refugee inclusion in football, the "successful" clubs thus work systematically on a club level and in close cooperation with other stakeholders in the community.

The findings of the study increase our understanding of sports organisations involvement in the integration of refugees into football, and particularly how Norwegian (and European) football may cooperate with different stakeholders to reach the goal of *Football for All*.

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Negotiating Logics: Norwegian Football Clubs' Involvement in Refugees Inclusion into Norwegian Football

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Aim

The aim of this paper is to discuss how expectations concerning the social integration of refugees achieved by sport clubs challenges the institutional logics of voluntary work in the case of football clubs. The discussion is based on data from a study conducted on behalf of the Football Association of Norway (NFF). The aim was to investigate the way Norwegian football clubs are cooperating with various stakeholders to achieve the goal of "Football for all" in their respective local communities.

Theoretical Background

The reason diverse organizations have problems collaborating effectively to reach agreed upon goals can be conceptualised as a problem of aligning dominant institutionalized paradigms or logics. Institutional logics represent frames of reference that condition the actors' choices for sense-making, motivation for action, and their sense of self and identity (Thornton et.al. 2012). While competing logics have been shown to characterize single organizations (e.g. Reay and Hinings, 2009), inter-organizational collaboration almost by necessity invite people to cooperate across logics that potentially conflict. However, sport organizations with their broad and popular reach are inherently pluralist (e.g. Gammelsæter 2010), hence what might seem to be an obstacle for collaboration may perhaps also act as a capacity to work in pluralistic landscapes. Following the institutional logics perspective we depart from the idea that sport can be conceptualized as an institution in its own right. Sport aims to promote physical activity and excellence for those interested; hence it is based on voluntarism and intrinsic motivation, and has developed over the last century an institutional structure based on autonomy of sport associations at local and national as well as the global arena. In a similar way, we conceptualize the institutionalized democratic State as an institution (ideally) concerned with the welfare of its citizens (broadly defined). In principle, the State has an interest in sport to the extent sport promotes welfare, and most welfare states support sport from the perspective that many of its externalities in effect may implement or facilitate welfare policies, social integration being one of them. However the aims and measures of State policy may interfere with the autonomy of sport, and the issue in this paper is whether this is the case or if sport clubs have developed the versatility that enable them to address the pluralism they meet.

Research Method

First, data were gathered through semi structured in-depth interviews (N=40) with various stakeholders from three different (football) regions. The informants included representatives from football clubs, refugee reception centres and/or public refugee services, regional football federations, regional sport confederations, municipality representatives, schools, NFF and voluntary organisations. In the analysis, systematic text condensation was applied (Malterud 2012). The interviews were scrutinised to get an overview of the data material and to identify preliminary themes. Thereafter, the preliminary themes were discussed before identifying meaning units that were further classified into themes. In subsequent meetings, the research

group discussed the coding, re-evaluated the original themes and identified illustrative quotations.

Based on the findings from the qualitative interviews, an online survey was distributed to Norwegian football clubs (N=279), requesting data regarding the clubs systems of integration, funding of refugee inclusion projects, experiences in working with cooperating partners as well as best practices.

Results and Implication

Generally, the football clubs in the study seem to understand and accept the expectations provided by 'the society' that through being voluntary organizations they have particular opportunities and therefore responsibilities in focusing on integration of refugees through football. Similarly, our interview data reveal that football club representatives believe that football has a unique ability and potential to unite people and therefore is an appropriate tool in the integration of refugees. However, most of the football clubs consists of volunteers. Many clubs report that it is unreasonable that the public sector expect volunteers to be responsible for making integration happen. Consequently, many clubs request increased involvement from the public sector. This is particularly important in order to enable the football clubs to build systematic club-driven structures.

A relevant question that arises is whether the expectations provided to the football clubs by the society not only changes what is conceived as the primary aims of volunteering in a football club, but also is part of a process that leads to less non-payed volunteers and more professional employees in the clubs. In the framework of competing institutional logics, we reflect on whether the social responsibility in sports also is part of a competing process between the sport logic, from the idealistic logic to the professionalism logic.

The findings of the study increase our understanding of sports organisations involvement in the integration of refugees into Norwegian (and European) football. Particularly, it may illuminate the tension many football clubs experience while trying to negotiate between different institutional logics, while simultaneously aiming to reach the goal of *Football for All.*

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Play the Game Special Workshop: Good Governance and Tools for Change in Sport

Convenors: Jens Sejer Andersen and Arnout Geeraert

National Sports Governance Observer: Benchmarking Governance in National Sport Organisations - The Examples of Denmark and Norway.

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Aim
Good governance has climbed to the top of the international sports agenda in recent years. Corruption and mismanagement scandals in international sports organisations have urged public actors and the sports movement to increase their efforts for better sports governance. The aim of this paper is to benchmark governance in national sports organisations in Denmark and Norway using the standardised National Sport Governance Observer and further discuss these findings.

Theoretical Background and Literature Review
Sports organisations in Denmark and Norway are voluntary organisations. Based on Camy et al. (2004) and Henry (2009) the Danish and the Norwegian sport systems can be classified as missionary configurations. This is a system where the voluntary sector, on which the national sports organisations are included, to a large degree are independent and act with, delegated powers. However, it is important to underline that the missionary model is an ideal type and that there are elements and/or an increasing pressure present from other configurations.

Research Design and Data Analysis
To be able to benchmark the national sport organisations a tool named National Sport Governance Observer is developed. The tool consists in total 274 indicators of good governance where the federations score either 1 or 0 on a given indicator. The indicators are dispersed over four good governance dimensions that emerge from the relevant academic literatures, namely transparency, democratic processes, internal accountability and control, and societal responsibility. Dependent on how the organisations perform, they receive a total score (very good, good, moderate, weak, and not fulfilled) and an aggregated score within each of the dimensions.

A sample of eight federations in each country, seven national sports federations and the umbrella organisations, were selected to be benchmarked based on the National Sport Governance Observer methodology. The sample consist of five compulsory sports (athletics, football, handball, swimming and tennis) and three optional for national considerations. For the Danish part of the study, gymnastics, triathlon and the umbrella organisation were included while the Norwegian part includes equestrian sports, skiing and the umbrella organisation. The data collection followed the standardised National Sport Governance Observer data collection process, which includes six steps, and the Danish data were collected

during the period June 2017 to January 2018 while the Norwegian data were collected January to June 2018. The process consisted of desk research via the federations' websites and structured interviews with representatives from each of the federations.

Results and Discussion

The average National Sport Governance Observer index for the Danish federations is 65%, which constitutes 'good'. There are couple of reasons why Danish federations score high. Firstly, there has been a discussion about elements of good governance within the umbrella organisation since the late 1990's and since 2010; all 62 federations need to implement a code of conduct. Secondly, there are governmental policies within areas such as combat on doping and matching fixing and policies on elite sport. Thirdly, in the framework agreement between the Ministry of Culture and the umbrella organisation there are elements of good governance included. Together this result in an environment where the federations through own initiatives and legal framework deal with good governance issues. The average National Sport Governance Observer index for the Norwegian federations is 79%. This constitutes a good score, and seems high compared to other European countries. Over years, NIF has developed tools for federations and clubs to use in order to achieve good governance. This is visible in this material as all organisations overall seems to follow the same pattern. One interesting finding seems to be that all surveyed Danish and Norwegians sports organisations have some shortcomings within the democratic process dimension. We discuss this in light of the Nordic sports models and missionary configurations, and the growing professionalisation over the last two to three decades.

Conclusion and Implications

Based on the National Sport Observer benchmarking tool, the surveyed sports federations in Denmark and Norway receive high scores, and the governance of sport in both countries are good. Still, there are to be discussed whether the both sports systems at some areas are challenged by bureaucratic and entrepreneurial forces.

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