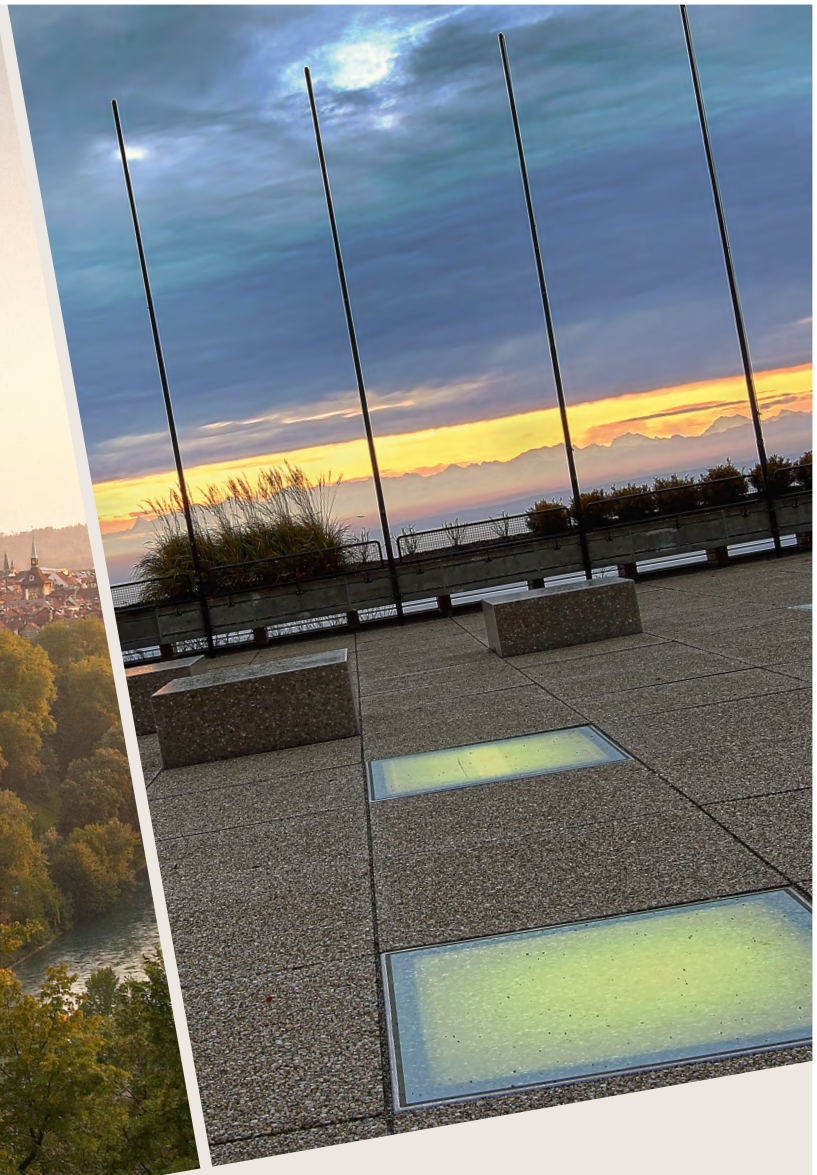


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The 25th EASM Conference
5-8 September 2017
Bern and Magglingen, Switzerland

Challenges and Developments of Sport Organisations

Book of Abstracts

European Association for Sport Management
EASM

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Swiss Federal Institute of Sport Magglingen SFISM

UNIVERSITÄT BERN

The 25th EASM Conference
5–8 September 2017
Bern and Magglingen, Switzerland
Challenges and Developments of Sport Organisations
Book of Abstracts

Edited by Tim Ströbel (University of Bern), Tim Breitbarth (Bournemouth University), Hippolyt Kempf (Swiss Federal Institute of Sport Magglingen SFISM), Claas Christian Germelmann (University of Bayreuth) and Siegfried Nagel (University of Bern)

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Welcome Notes

Welcome Note PG Fahlström, President of EASM

On behalf of EASM, it is my pleasure to welcome you to the 25th EASM Conference, entitled Challenges and Developments of Sport Organisations. This year the event is taking place in Switzerland with the Student Seminar and the PhD Seminar in Magglingen and the Conference in the beautiful city of Bern.

Since the first event in Groningen in 1993, the EASM Conference has been a significant EASM product, providing a great opportunity to promote and develop sport management through research, education and practice — not to mention the opportunity to make new friends, meet old acquaintances and discover new European cities!

This year, we have together with our hosts, The Institute of Sport Science of the University of Bern and the Swiss Federal Institute of Sport Magglingen, put together a high profile scientific programme with plenary and parallel sessions and workshops; a PhD Seminar and a Student Seminar for students in sport management from all over the world and further social events and free time to discover and enjoy the nice city of Bern. The planning and the arrangements during the last two years up to the conference goes to show that it was a very good choice giving the Bern group the opportunity to host the 25th EASM Conference in 2017.

I'd like to thank the people involved in the conference, the keynote speakers, the authors/submitters, the students for their efforts. But most of all I send greetings of gratitude to all the Local organisers led by Professor Dr. Siegfried Nagel and Dr. Tim Ströbel from the University of Bern together with Dr. Hippolyt Kempf from the Swiss Federal Institute of Sport Magglingen for putting everything together so well.

We are confident you will enjoy the whole conference experience, the sharing of knowledge and contribution this will make to our Association.

PG Fahlström
President of EASM
Jönköping, Sweden
June 2017

Welcome Note Local Organising Committee

We are pleased to welcome you to the 25th annual conference of the European Association for Sport Management (EASM): Challenges and Developments of Sport Organisations. The Institute of Sport Science of the University of Bern and the Swiss Federal Institute of Sport Magglingen are honoured to host this important sport management conference for the first time in Switzerland.

A quick look at the Book of Abstracts shows that we can expect a rich and inspiring scientific programme with about 300 contributions of academics and practitioners from over 30 countries of all continents. During the conference days at the University of Bern, there will be six keynotes from outstanding experts in the field of sport management, four thematic symposia, five workshops, more than 50 parallel sessions and four sessions with short presentations and posters. Right before the conference, over 20 participants of the PhD Student Seminar and more than 50 students and tutors of the Student Seminar meet in Magglingen to enhance their scientific and managerial skills.

All of this would not have been possible without our fantastic organising team and the significant support of both institutes in Bern and Magglingen. Thank you very much!

We will do our utmost to offer an interesting programme, establish network platforms to connect with colleagues and representatives from international sport organisations and companies as well as provide opportunities to meet and make friends. We are very confident that there will be many fruitful scientific discussions and the research presented will contribute to improve the practice of sport management, the work of sport organisations and sport policy. Let us all strive for the successful development of sport as well as sport management in Europe.

Switzerland, and Bern in particular, is not only well known for its rich cultural history and landscape, but also for cheese and chocolate. We will make sure all participants will have the opportunity to experience this "Swissness" alongside the official conference programme.

We hope you will enjoy the 25th EASM Conference and wish you a pleasant stay in Switzerland.

Siegfried Nagel, Hippolyt Kempf & Tim Ströbel
on behalf of the Local Organising Committee
Bern, Switzerland
August 2017

Reviewers

We would like to thank the members of the EASM Conference Scientific Committee, Tim Ströbel, Claas Christian Germelmann and Hippolyt Kempf for the great teamwork. As a team, we like to express our sincere thanks to all the reviewers who have kindly volunteered their valuable time in order to help colleagues to progress with their work and to increase the overall scientific quality of the conference. With the high number of initial submissions, the role of dedicated and knowledgeable reviewers is indispensable. Furthermore, we would also like to express our gratitude to Bo Carlsson, Sven Junghagen, Michaël Mrkonjic and Christian Moesch, who acted as review chairs for some of our 14 parallel session topics. Last but not least, the efforts Jörg Königstorfer and Ulrik Wagner put into organising the ESMQ New Researcher Award and the EASM PhD Seminar are outstanding and provide significant opportunities for emerging sport management scholars to flourish.

Tim Breitbarth & Siegfried Nagel
(Co-Chairs Scientific Committee)

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Keynotes

Turning A Critical Lens On Social Inclusion And Volunteering

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Volunteerism is inarguably fundamental to community sport club governance, operations, and program delivery that benefits members and, by extension, the broader community within which those clubs operate (Cuskelly, Hoye, & Auld, 2006; Nicholson, Hoye, & Houlihan, 2011). Scholars are beginning to consider the personal and societal benefits of sport volunteerism itself, as a vehicle for social inclusion and, specifically, the integration of volunteers in and through the sport they serve (Morgan, 2013; SIVSCE, 2016; Welty Peachey et al., 2011; Whittaker & Holland-Smith, 2016). In this presentation, I argue that adopting a critical lens through which to view social inclusion and volunteering can help to uncover additional and alternative insights by critiquing what may be unfolding assumptions about this phenomenon (Frisby, 2005). Critical social science research encourages us to ask what may be difficult questions about a phenomenon, and pursue "both sides to the story." This more holistic approach allows us to generate a more balanced understanding of "people coming together" (Arai & Pedlar, 2003, p. 185). Framed by theory and research on social capital ("social energy" generated through individuals' connections; Doherty & Misener, 2008), organizational culture (norms and expectations that guide behavior; Doherty & Chelladurai, 1999), and capacity (assets and resources that enable goal achievement; Doherty, Misener, & Cuskelly, 2014), the potential exclusionary nature of sport club volunteering, the possibility of a model that conceptualizes this activity too narrowly, and their implications for community sport delivery are examined.

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The Challenges Of Modern Sport

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Over the past three or four years, the world of sport has been shaken by many different types of scandals, that have all been very serious. This accumulation of problems over a relatively short period of time has profoundly tarnished the image of sport and damaged its prestige and credibility.

Sport no longer makes people dream. This is especially the case for youngsters, but also for the wider public. Can sport again be a dream and inspiration for so many people?

To achieve this, it will require serious introspection and an in-depth analysis of the reasons which have led to this current situation: Doping, manipulation of competitions, corruption, poor governance.

Since the beginning of time, the human species has been in competition with each other and this situation has continued, even in our present society. In this context, humans have always sought to get the most from their mind and body, even if this has meant using forms of deception and cheating. Doping is precisely a form of cheating and it is part of human nature. It has essentially always existed, in one form or another, and continues to exist in many areas of modern life, and not just in sport.

The manipulation of competitions is another form of cheating which harms the reputation of sport. The phenomenon has grown significantly with the arrival of the Internet. It can lead to huge financial gains from illegal betting and is often controlled by organised crime. This problem will be one of the themes of the symposium.

Corruption is one of the scourges of elite sport. The few major cases which have appeared in recent years have particularly shocked the viewing public because they occurred in the world of supposed sporting idealism.

Even twenty years ago, the term "good governance" was unheard of in sport, as with most other areas of human activity. However, this principle is now forcefully imposed and it requires the replacement of many long-standing practices with new rules and processes. Often, this involves a change of culture. However, this has not yet occurred in many sports governing bodies and their poor governance harms the credibility of sport in general.

The Pace Of Change: How Professionalisation Has Shaped The Work Of Sport Organisations

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The professionalisation of sport organisations has been an ongoing and evolving trend for more than 30 years in most countries. The pace of change in moving from kitchen table volunteer driven sport organisations to more bureaucratically oriented commercially focused national governing bodies has varied from country to country and sport to sport. The one constant is that there has been change. This presentation will provide an overview of the key research streams that have evolved in the professionalisation of sport organisations since the original work of Slack in 1985 in which he examined the bureaucratisation of a voluntary sport organisation. The impact and implications of professionalisation will be examined with a specific focus on the range of research themes that have emerged to support and understand the process of professionalisation. Two specific foci areas within sport management will be used to assess progress and to compare and contrast how professionalisation has shaped our work both in theory and practice.

Triathlon — How A New Multisport Competition Became An Olympic And Paralympic Discipline

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This success story is a result of the fruitful co-operation between many athletes and officials from triathlon federations, national and international, combined with the various international non-profit and non-governmental sports organisations, the commercial entities that are part and parcel of presenting sport today — and of happy circumstances.

In 1983, a year before the Olympic Summer Games in Los Angeles, the President of the International Olympic Committee, Juan Antonio Samaranch, was visiting the city and saw coincidentally a strange multisport competition on television. It was a broadcast of one of the first U.S. Triathlon Series events. Samaranch spontaneously thought that this sport should become a new Olympic discipline. There were many obstacles to overcome, such as the prejudice that a triathlete could not be a top-ranking athlete in all three disciplines. Furthermore, different rules in this new sport developed apace in different countries. And there was no international federation. Samaranch contacted the soon-to-be-President Les MacDonald (Canada) to initiate the process, trying to bring modern pentathlon and triathlon together, but this was frustrated by lack of a common vision. Delegates from triathlon's 30 national governing bodies met in Avignon in 1989 and founded their own international organisation: the International Triathlon Union (ITU). Now it was time to get triathlon into the Olympic programme. It took five more years of lobbying the IOC, with help from Samaranch, IOC member Gunnar Ericsson and others, before triathlon was voted onto the sports programme of the Olympic Games at the IOC Congress in Paris in 1994. 100 triathletes would make an Olympic debut for triathlon at the 2000 Sydney Games, in front of the famous Sydney Opera House and Harbour Bridge and packed crowds.

In parallel, particular efforts were aimed at ensuring that female triathletes would have the same opportunities to compete, with identical recognition to their male colleagues, so that they would have the same media attention, trophies, prize money and awards ceremonies. Women have been well represented in ITU governance from the start through these efforts, with leadership from current President and IOC member, Marisol Casado (Spain).

New disciplines were sought for the Paralympic games in 2009 and ITU submitted a 300-page application in 2010. A critical issue for Paratriathlon and its sub-disciplines were sport-specific, evidence based classification profiles: this is still an evolving field and Paratriathlon now has 6 categories. The International Paralympic Committee accepted Paratriathlon for inclusion in the 2016 Paralympic Games in Rio de Janeiro, which were an enormous success.

In parallel, recent inclusion of the triathlon mixed team relay, with 2 women and 2 men, in the Youth Olympic Games and the 2014 Glasgow Commonwealth Games, set up the latest exciting development with inclusion of this new medal event in the Tokyo Olympic Games in 2020. Now there will be 18 triathlon medallists in each Olympics and Commonwealth Games: an astonishing development for a modern sport that was only founded in 1989!

Thematic Symposia

Management Of High Performance Sport

Chairs: Andreas Christoph Weber, Swiss Federal Institute of Sports Magglingen SFISM; Hippolyt Kempf, Swiss Federal Institute of Sports Magglingen SFISM

Management Of High Performance Sport

Weber, Andreas Christoph[1]; Kempf, Hippolyt[1]; De Bosscher, Veerle[2]

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The Olympic Games are a dynamic competitive environment for nations to compete in. This dynamic is characterised by an increase of nations competing and winning medals, as well as nations increasing their investment in high performance sport (Chappelet, 2014; De Bosscher, Shibli, Westerbeek, & Van Bottenburg, 2015; Houlihan & Zheng, 2013; Weber, Kempf, Shibli, & De Bosscher, 2016). These dynamics are described in the literature as an ongoing global sporting arms race between nations (De Bosscher, Bingham, Shibli, Van Bottenburg, & De Knop, 2008; De Bosscher et al., 2015).

Nations are challenged to adopt to this competitive environment and to manage their high performance sport system accordingly. Within the national system, the National Sports Agency (NSA) is the leading decision-making organisation on the national level of sports, or high performance sport in particular (Sotiriadou & De Bosscher, 2013). Working together with other governmental, non-profit and for-profit organisations of a national elite sport system (Weber, Güntensperger, Lichtsteiner, Stopper, & Renaud, 2015), these hybrid or non-governmental organisations are responsible for, among other things, the allocation of (financial) resources to the different sports, which are supported on the national level. The NSAs generally aim at increasing (or at least stabilising) their medal success at the Olympic Games and possibly build a competitive advantage in the longer run (Reiche, 2016; Sam, 2012; Zheng & Chen, 2016).

Given that the expenses for Olympic success are increasing, this thematic symposia focuses on the following questions:

- Which strategies do nations apply to increase their success at the Olympic Games?
- Which role does the National Sports Agency play in the elite sport system?
- How can National Sports Agencies implement their strategies in their national system — Challenges and best practice?

These questions are addressed by taking the perspective of scientists and of practitioners. The first perspective is reflected by Prof. Dr. De Bosscher (Vrije Universiteit Brussels VUB) who puts in context the sporting arms race and the NSA's taking decisions on the national level to increase their nation's international sporting success. Dr. Zheng (Hong Kong Baptist University) presents the strategic approach of China notably increasing its success at both, the Olympic Summer and Winter Games. China has shown an incredible increase of Olympic success since the Olympic Glory Plan has been introduced in the 1990s. The Chinese Ministry of Sports applies a strategy summed up by the 'Five-Word principle', i.e. Small, Fast, Women, Water and Agile.

The perspective of a practitioner is adopted by Mr. Kojonkoski (Director of the Finnish Olympic Committee) and Mr. Stöckli (Head of elite sport and Chef de Mission of Swiss Olympic). Olympic success of Finland has notably declined at the Winter Games in the last two decades. Since the 2001 Finnish doping scandal at the FIS Nordic World Ski Championships in Lahti, the Finnish elite sport system has been challenged and extensively analysed. The Finish Olympic Committee is in the process of developing and implementing strategies, which aim to stop the decline and to restore the Finish success in the upcoming Winter and Summer Games. Switzerland has been traditionally performing more successful at the Winter Games than Summer Games, but the top 3 ranking in the medal table of the 1988 Calgary Winter Games could not be repeated since. Keeping up in the ongoing nation's arms race, Swiss Olympic managed to significantly increase public funding from the lotteries and the Federal Office of Sport in 2017.

Hence, both practitioners provide insights in the challenges of their working environment. The learnings of the management of the Finnish and the Swiss elite sport system are discussed in a table round and put in context, given their limited resources. This discussion is led by Mr. Minder (Federal Department of Finance,

former Federal Department of Defence, Civil Protection and Sport). Thereby, the role and strategies of these two NSA's, which are challenged to respond to the dynamic competitive environment of the global sporting arms, are exemplarily examined in this symposia to possibly identify best practice.

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Managing The Fight Against The Manipulation Of Sport Competitions

Chair: Michaël Mrkonjic, Swiss Federal Institute of Sports Magglingen SFISM

Managing The Fight Against The Manipulation Of Sport Competitions

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In a sporting environment characterised by globalisation, commercialisation and new technologies, sport organisations are dealing with an expanding number of complex issues. The growth of the (illegal) sports-book industry and the resulting possibilities of immediate and significant profit have led to the development of a match-fixing system. Match fixers and their networks try to alter the glorious uncertainty of sport by convincing players, referees or other stakeholders to alter the run and the outcome of the game for their personal benefits.

International and national sport organisations are committed to protect the integrity of the game and to fight against the manipulation of sport competitions. In recent years, an encouraging number of sport organisations have developed specific rules, procedures, tools, or mechanisms towards this aim (see, for example, UEFA's Betting Fraud Detection System). Intergovernmental organisations, state-authorised lotteries or national governments (see KEA Report, 2012) have also participated in this effort by providing conceptual clarity and homogeneity, detecting cases, implementing prevention programmes or initiating disciplinary actions. Drawing from the positive signs, this symposium aims to present different initiatives which have been taken over the past years at international and national levels and to consider them as useful resources for a sport organisation willing to carry out its strategy. In particular, it will focus on institutional resources (e.g. the legal framework) and knowledge (e.g. education). In order to meet these objectives, the following questions will be addressed: How is manipulation of sport competitions defined? Which responses have been provided to tackle the issue and which have yet to be explored? What can we learn from concrete cases and situations?

After a short introduction by the chair, the first part of the symposium will present an institutional approach to the fight against the manipulation of sport competitions. Stanislas Frossard, Executive Secretary of the Enlarged Partial Agreement on Sport (EPAS), will highlight the role of the Council of Europe, in particular in the light of the implementation of the Convention on the Manipulation of Sports Competitions (Council of Europe, 2014). His presentation will be followed by an input by Jean-Luc Moner-Banet, President of the World Lotteries Association (WLA). He will describe the latest initiatives undertaken by state-authorised lotteries, in particular the Global Lottery Monitoring System (GLMS). Wilhelm Rauch, Head of Legal Services at the Swiss Federal Office of Sport (FOSPO), will conclude the first part with of an overview of the initiatives that have been undertaken in Switzerland, in particular under a legal perspective.

The second part of the symposium begins with an analysis of the phenomenon by Denis Oswald, IOC Member and CAS Judge. He will present the main challenges related to the manipulation of sport competitions and insist on the main trends sport organisations and other stakeholders should be aware of. He will be followed by a presentation by Daniela Giuffre, expert in anti-corruption investigation and author of a book on manipulation of sport competitions in Italy ("Game Over"). She will focus on the role of organised crime as well as education initiatives that target key stakeholders such as players or coaches. Kevin Carpenter, Director and Principal at Captivate Legal and Sports Solutions, closes the second part with a contribution on the lessons that can be learned from concrete and most recent cases. The symposium ends with a conclusion by the chair.

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Professionalisation Of Sport Organisations

Chairs: Siegfried Nagel, University of Bern; Emmanuel Bayle, University of Lausanne; Torsten Schlesinger, Chemnitz University of Technology

Professionalisation Of Sport Organisations — Introduction

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International and national sport organisations are currently facing major challenges, such as growing competition in top-level sports, the democratisation of sports with "sports for all" and sports as the answer to social problems (e.g. integration, education, health, unemployment, etc.). In this context, professionalisation is discussed as an appropriate way of organisational development, which has led to a profound organisational change characterised by the strengthening of strategic and institutional management, the implementation of efficiency-based management instruments and paid staff.

In the first part of the symposium the keynote speaker David Shilbury will give an overview on current concepts and studies of professionalisation of sport organisations from an international sport management perspective. Afterwards, key findings of the research project "Professionalisation of national and international Sport Federations in Switzerland" will be presented by different members of the research team. They will point out selected results on different types of professionalised national as well as international sport federations, factors that promote or hinder professionalisation and consequences as well as outcomes of such an organisational development. The second part will start with case studies of sport federations that have just passed through a process of professionalisation. Finally, the following questions will be discussed by a panel of experts from sport management research as well as sport federations: What can we learn from research? What do practitioners expect from research? Is professionalisation a useful strategy for the future development of all sport federations? What are the opportunities and risks?

Reforming The Governance Of International Sport Federations

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Since the beginning of the 21st century, international sport governing bodies and in particular the international federations (IFs) have encountered many issues designated as "governance problems". The FIFA (football IF) and IAAF (athletics IF) scandals in 2015 come immediately to mind, following the Salt Lake City-IOC scandal in 1999 and other less reported ones. In December 2015, the International Olympic Committee (IOC) declared that "enough is enough" and enjoined the Olympic IFs to review and improve their governance. As a result, the Association of Summer Olympic International Federations (ASOIF) set up a Governance taskforce which prepared governance indicators and issued in April 2017 a report to assess the IFs governance. This article presents the process started in 2015, in which the author took part, and its planned evolution in the future.

Dynamics Of Professionalisation In International Sport Federations

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Over the last decades, international sport federations (IFs) have become global key actors not only from a sporting but also from a social, economic and geopolitical point of view. As a result of profound organisational changes towards a more rationalised, performance-oriented and business-like functioning, the original volunteer-structure and logic of many IFs gradually yields new forms modelled after business enterprises. Numerous studies exist that broach the issue of change processes in national sport organisations, often referred to as professionalisation (Chantelat, 2001; Dowling, 2014). Meanwhile, research on IFs' professionalisation is fairly sparse and studies are limited to either finger pointing following the revelation of governance shortcomings (e.g. McAloon, 2011; Pielke, 2013), or those suggesting solutions to these shortcomings (e.g. Chappelet, 2011). Moreover, little is known about factors and dynamics of change influencing IFs' professionalisation. We hypothesise that (1) dynamics of professionalisation are related to whether drivers entail radical or incremental change, and (2) the intensity of dynamics depends on IFs' capacity to reduce or adapt to barriers hindering professionalisation. Our focus is therefore on dynamics, drivers of and barriers to IFs' professionalisation.

Results are based on case studies in six summer Olympic IFs of different size and reveal three tendencies: (1) dynamic phases of professionalisation observed in small IFs (< 50 staff members) differ from big IFs (> 50 staff members); (2) phases of isomorphic change oscillate between external (e.g. coercive) and internal (e.g. mimetic, normative) pressures; and (3) IFs increasingly pursue business objectives (e.g. profit generation through commercialisation, notably of events) in parallel to mission-related objectives (e.g. service to members, promotion and development of their sport).

Professionalisation Of Swiss Orienteering — A Case Study

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The Swiss Orienteering Federation currently deals with several challenges and therefore initiated a process of organisational development comprising of the following issues in the context of professionalisation: (1) What roles and tasks should the strategic voluntary board and the operative paid staff of the management office have to fulfill? (2) How to ensure sustainable financing for paid staff by external sponsors? (3) How do the member organisations assess organisational development, and how should they be involved in that process?

The first step of the professionalisation process was an analysis of the current situation of the federation's structure. Furthermore, a survey of the member organisations was conducted and the member's expectations of the current development were analysed.

The results were presented to the federation's board and to representatives of the clubs. Afterwards, the following organisational changes towards professionalisation were realised:

- The federation's strategic and operative level were separated. Whereas the strategic level comprises of the voluntary board members, the operative level consists of four divisions run mainly by paid staff.
- The position of Managing Director was established. This position has overall responsibility for the federation's operational level as well as for external partners.
- A marketing division that includes sponsorship, was newly created. However, this division was outsourced from the federation.

Types Of Professionalisation In Swiss National Sport Federations

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The aim of this study is to identify types of professionalisation in Swiss national sport federations using hierarchical cluster analysis, based on a multi-dimensional framework of professionalisation. Therefore, data was collected using an online survey of all Swiss national sport federations (n = 69; 81%).

The analysis reveales four types of professionalisation: the formalised federations managed by paid staff; the federations managed by volunteers and a few paid executives; the federations with differing formalisation and paid staff in the sport sector; and the moderately formalised federations managed by volunteers. When considering organisational characteristics as external measures, the results indicate that the formalised federations managed by paid staff (cluster 1) are by far the largest, have most financial resources and represent almost exclusively Olympic sports. The federations managed by volunteers and a few paid executives (cluster 2) have scarce financial resources for such middle-sized federations. Just one of these federations represents an Olympic sport. The federations with differing formalisation and paid staff in the sport sector (cluster 3) are rather small federations, but have more financial resources available than other federations of similar size. These federations represent most often an Olympic sport. The moderately formalised federations managed by volunteers (cluster 4) are small federations with scarce financial resources. Nevertheless, a few of them represent an Olympic sport. From our results we conclude there is no best type of professionalisation, but that the type should be in accordance with the organisational characteristics of a federation.

Causes And Consequences Of Professionalisation In Swiss National Sport Federations

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In this talk, we present causes and consequences of professionalisation derived from a qualitative multiple-case study of seven Swiss national sport federations (SSF).

In documents and semi-structured interviews, we analysed promoting and hindering factors for and consequences of professionalisation on three levels: federation intern, and in its external and internal (member organisations) environment (Nagel, Schlesinger, Bayle & Giauque, 2015). Causes for professionalisation have been widely similar in the seven SSF. Conflicts in board and unclear competences, increased workload and higher expectations, and initiatives of key actors have been prominent causes for, particularly, defined competences, paid staff and organisational differentiation. Extern, sport policy and Swiss Olympic Association require concepts for athlete promotion and auditing, which the SSF, however, implement autonomously. To gain presence and financial resources, meeting expectations of sponsors and media, especially in marketing and communication, is unavoidable to professionalise. Nevertheless, SSFs' specific circumstances, e.g. financial and human resources, (media) presence and striving individuals, have influenced continuity of professionalisation. Little professionalisation has been promoted by SSFs' member organisations. Their expectations were rather a consequence of SSFs' professionalisation that tends to exceed capacities of member organisations. Consequently, SSF recognise the need for involvement, transparency and club support. Within the SSF, professionalisation has commonly improved federations' image, structure, event organisation and people's qualifications. However, new challenges are leadership conflicts, increased costs and workload, and organisational divergence. Furthermore, stakeholders often prescribe the expenditure of resources. Professionalisation seems to reproduce SSFs' challenges. However, in deliberate, unhurried professionalisation they see a chance to develop their sport and member services.

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Social Inclusion And Volunteering In Sport Clubs

Chairs: Siegfried Nagel, University of Bern; Bjarne Ibsen, University of Southern Denmark

Social Inclusion And Volunteering In Sport Clubs — Introduction

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Sport policy emphasises the important role of sport clubs in the promotion of social inclusion. Sport clubs bring people with different social and cultural backgrounds together in communities where they can create stable social networks and friendships. However, being a member in a sport club does not automatically lead to good integration in terms of successful interaction and identification with a club. What characterises the clubs that are successful in integrating different groups, and what are the main practices that promote effective social integration?

Volunteers are the most important resource that allow clubs to survive. Through the work of volunteers new members can be included into sport clubs, but new members can also be included through taking roles as volunteers themselves. This makes volunteering relevant not only for sport clubs and members, but also for society, if inclusion in a club represents inclusion in the broader community. However, many sport clubs have difficulties in recruiting and retaining enough qualified volunteers. What characterises the clubs that are successful in recruiting and retaining volunteers, and how can the clubs manage this problem effectively?

In the first part of the symposium Alison Doherty will give a keynote on current concepts and studies of social inclusion and volunteering in sport clubs from an international sport management perspective. This is followed by presentations on interim findings of the research project "Social Inclusion and Volunteering in Sport Clubs in Europe (SIVSCE)", co-funded by the Erasmus+ programme of the European Union, which address the questions above. This comparative study in ten European countries consists of: an overview of sport structures and the role of government in each country; a survey of sport clubs; a survey of club members; and three case study clubs in each country — selected as good examples of promoting volunteering or the inclusion of various under-represented sections of the population. Finally, sport management experts from other continents offer a critical reflection on these research findings.

Social Integration In Swiss Sport Clubs — The Cases Of FC Thun And BC Femina Bern

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Organised sport is considered to have a high potential for both, enhancing bio-psychological health and social integration (e.g. Elling, de Knop & Knoppers, 2001). However, people with disabilities or migration background are less physically active and underrepresented in sport clubs (e.g. Becker & Anneken, 2013; Lamprecht, Fischer & Stamm, 2014). The aim of this contribution is to provide a qualitative description of specific sport clubs that support social integration and voluntary engagement. The contribution follows two questions: How and through which measures do sport clubs integrate people with disabilities or migration background? How do sport clubs manage voluntary work?

Social integration in a sport club is a process of reciprocal exchange and convergence between members. It becomes apparent in the type and depth of the embeddedness of a member in the various different communications and activity contexts that are specific to sports clubs: e.g. the extent of being accepted as a member, having friendships within the club or participating in club life (based on Esser, 2004).

The analysis of good practice examples in Switzerland focused on planning, funding, partnerships, communication, awareness raising methods and recruiting/retaining members and volunteers as well as non-sport related activities.

The results show that the professional Football Club Thun offers free special training sessions for refugees and children with mental disabilities within the framework of corporate social responsibility. The Basketball Club Femina Bern promotes social integration of young female immigrants by an integration-oriented culture and social environment as well as particular structures. Furthermore, both clubs are outstanding concerning volunteering.

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A Comparative Perspective On Sports Clubs In Europe

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The idea of investigating sports clubs in Europe from an empirical and comparative perspective was initiated through the book "Sports Clubs in Europe" (Breuer, Hoekman, Nagel & Van der Werff, 2015) which comprises various country-specific information on sports clubs, but is not based on a common empirical approach. The underlying study is the first to allow a comparative analysis of sports clubs across ten European countries. The purpose of this study is to gain knowledge about the extent to which European sports clubs are socially inclusive, the extent of volunteering within sports clubs, and how sports clubs are working to recruit, qualify, and retain volunteers.

Central to the SIVSCE project are three theoretical concepts: Sports clubs, social integration, and volunteering.

There are seven features which are commonly used to characterize a sports clubs: 1) voluntary membership, 2) orientation towards the members' interests, 3) democratic decision-making structure, 4) voluntary work, 5) autonomy, 6) a non-profit orientation, and 7) solidarity (Heinemann & Horch, 1981; Ibsen, 1992).

An online sports club survey was conducted in each of the ten participating countries in the autumn of 2015. The total of 139,659 sports clubs were invited to take part in the survey. The email-invitation to the survey was sent centrally from Germany to clubs in nearly all countries (except for Flanders, the Netherlands, and Switzerland which used existing national surveys). The clubs had about two months to fill in the questionnaire which consisted of the same questions in all ten countries. The questions dealt with structural characteristics (e.g. number of members, sports), resources (e.g. paid staff, finances, facilities), goals, problems, management, as well as volunteering and social integration. A total of 35,790 clubs participated in the survey. Descriptive and analytical data analyses were applied.

Pertaining to volunteers the study shows that in clubs in Spain, Hungary, the Netherlands, and Denmark, averagely more than 20% of the clubs' members are holding a central voluntary position while in Germany and Switzerland, 13% and 14% of the members are volunteers. In line with this result, clubs in Germany and Switzerland report comparatively large problems with regard to the recruitment and retention of volunteers on the board level. Applying a regression analysis with the dependent variable "volunteers per members" shows that with increasing club size the share of volunteers decreases. This result is found in all countries and can probably be ascribed to the fact that the number of volunteers in fixed positions does not rise with more members. A further interesting result is that in Flanders, Denmark, Germany, and the Netherlands the existence of initiatives to recruit and retain volunteers positively impacts on the share of volunteers. Moreover, clubs that state to be involved in long term planning in Flanders, Denmark, Germany, and Norway rather have higher shares of volunteers relative to their members than clubs that do not put high value on planning. This shows that planning and professional club management can help to increase the share of volunteers.

With regard to social integration of different population groups, there are big differences with regard to the share of migrants, the elderly (65+), and people with disabilities across countries. While in Poland, about three quarters of the sports clubs estimate not to have any people with a migration background, this is only the case for roughly every fifth club in Norway, the Netherlands, and Germany and every fourth club in England and Switzerland. With regard to the elderly, more than half of all clubs in Poland and Spain report to have no members of this age group. Contrary, only 7% of sports clubs in Germany and 11 % of Dutch sports clubs state not to have any people aged 65 or older among their members.

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"More Volunteers In Football Clubs" — Advisory Programme Of The Swiss Football Association To Promote Volunteers

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Volunteers are the most important resource for non-profit sports clubs to deliver affordable sports services. Although many people already volunteer in sports clubs, a high number of clubs experiences difficulties in recruiting and retaining sufficient numbers of volunteers to manage and staff their clubs (Lamprecht, Fischer, & Stamm, 2012). In order to facilitate volunteer recruitment, sport clubs need a specific strategy describing how to recruit and retain volunteers for both formal positions and ad hoc tasks. Therefore, the advisory program "More Volunteers in Football Clubs" was designed. Considering the sport clubs specific characteristics, the advisory tool was developed in the form of four workshops, serving as a type of a systemic advisory service (Bette, 2009).

Case study research was carried out with 10 Swiss football clubs participated in the advisory program of the Swiss Football Association SFA. Before, during and after the program, questionnaires and guided interviews were conducted with the leading actors of clubs' project teams to assess crucial factors of the process of implementation within the advisory program. The findings indicate that processes of implementation in the clubs occur differently. However, regardless the success of implementation, within all clubs both promoting and restrictive factors can be identified. Promoting factors that sustain the process are internal support, an engaged project team, proactive communication, specific adaption of impulses and effective working processes. In contrast, restricting factors are lack of internal support, an uninvolved project team, communication failure, low processing capacity and a lack of resources.

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Social Integration In Sports Clubs In Europe

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Sport has the ability to bring together people in activity-based communities that can be beneficial for individuals as well as for society. There is, however, a limited amount of knowledge on the political conditions for and structural characteristics of sports clubs that promote social integration. The Erasmus+ sport project "Social Inclusion and Volunteering in Sports Clubs in Europe" addresses this limitation by collecting comparative knowledge about sports clubs across European borders.

The project distinguishes between three — interrelated — dimensions of social integration that draw attention to different aspects of the concept that are relevant to sports clubs: Structural integration, socio-cultural integration and socio-affective integration (Elling, De Knop & Knoppers, 2001; Esser, 2009). The study is inspired of theory on two levels: On the macro level the inspiration is welfare state theory and the typologies (Esping-Andersen, 1990); on the meso level the inspiration is theory and previous studies of ideal type characteristics of associations.

The study has collected data on three levels: The sports policy level, the sports club level with survey answers from 35,790 sports clubs and the member level with survey answers from 13,082 members. Regarding social integration the study has a particular focus on four groups: people with disabilities, people with migration background, elderly (65+ years) and women and girls.

The preliminary analyses of the empirical findings show remarkable large differences between countries on social integration in sports clubs but no clear and general link between sports policy priorities and programs on the one hand and the representation of and social integration initiatives taken by sports clubs on the other. But not surprisingly, sports clubs that take special initiatives to include the target group in question also has a higher proportion of members from within this target group. Social integration in sports clubs, however, also depends on a number of characteristics of the clubs. In particular, the size of the club is of great importance.

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Volunteering In Sports Clubs In Europe

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Voluntary work is still the most important resource that allow clubs to survive and to offer interesting programs to their members. However, volunteering is not only relevant for sport clubs and members, but also for civil society, since inclusion in a club leads to inclusion in the broader community. Volunteering in sport clubs gives people the opportunity to engage for society and make experiences with democratic decision making. However, many sport clubs have difficulties in recruiting and retaining enough qualified volunteers. Therefore, the question arises, what characterises the clubs that are successful in recruiting and retaining volunteers, and how can the clubs manage this problem effectively. In this context, the role of paid staff as well as certain measures to recruit and retain volunteers seem relevant.

According to the conceptual framework of the SIVSCE project volunteering is characterised as follows: Voluntary activities are unpaid or paid for with a symbolic amount. The voluntary activities must be carried out for the benefit of other people than the family and have a formal character (organised of agreed; Ibsen 1992).

Based on data analysis of the club and the member survey the following results can be pointed out: In all ten countries integrated in the study volunteering is a central element of sports clubs. It is interesting that the volunteer development show quite stable figures for the last five years. The density of paid staff relative to members is in all countries far lower than the rate of volunteers in the sport club. Only a minority of the sports clubs employ a paid manager (full-time or part-time). Particularly clubs with more than 1,000 members have a paid manager, whereas only a minority of the clubs with less than 300 members has a full or part time management. In a majority of the clubs across all ten countries, the primary way to recruit volunteers is carried out through the existing networks of current volunteers and the volunteers are encouraged verbally. The following measures are relatively more often taken by clubs that also reported more frequently an increase in the number of volunteers: having a person responsible for volunteer management, giving benefits in kind to the volunteers, recruiting through the networks of current volunteers.

Across all ten countries a clear majority of the volunteers is satisfied with the general conditions that clubs provide for their work. A closer look on the specific conditions for volunteering shows only minor differences between the countries. The members approve that particularly the following conditions are evaluated in a positive way: the tasks are interesting and challenging; my problems and concerns are taken seriously; my work as volunteer is appreciated; I can carry out my work autonomously; I am informed about major club affairs; other club members support my work as a volunteer. Further analysis show that all these aspects are relevant for the volunteer satisfaction. The most relevant factor is recognition. The factors leadership (feedback and information) and support of volunteers show also quite relevant effects for volunteers' satisfaction whereas material incentives as well as interesting tasks and autonomy play a less important role.

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Understanding Differences In Sport Policy And Structures Across Europe: Results From The Project "Social Inclusion And Volunteering In Sports Clubs In Europe"

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The aim of this paper is to explain differences in government sport policy and the structure of sports organisations (clubs and governing bodies) between ten European countries, and therefore the extent to which good practice in promoting volunteering and social inclusion through sports clubs is transferable between countries. The paper uses interim results from the project "Social Inclusion and Volunteering in Sports Clubs in Europe" (SIVSCE): a comparative study of ten countries (Elmose-Østerlund & Ibsen, 2016) which builds on the previous accounts of sports clubs in Europe (Breuer, Hoekman, Nagel, & Werff, 2015). It primarily draws on results of the first work package of the project, in which experts from each country described government policies which influenced sports clubs, and the structure of volunteer led sports clubs and their representative organisations. From this, the conceptual framework of a 'sports political opportunity structure' is developed. This is the network of government agencies, national sports organisations, sports clubs and their members; and the relationships between these. The 'sports political opportunity structure' provides the context; opportunities and constraints; within which volunteer led sports clubs can act to express their aims and those of members, and within which national and local government can implement policies through sport. This structure is not deterministic, but is a balance of structure and opportunities for agency, within which clubs and members can take initiatives.

While the project took an inductive approach, differences in the 'sports political opportunity structure' are attributed to: historical circumstances (sometimes called 'path dependence theory'; Anheir & Salamon, 2006); the ideological dimension of the 'political opportunity structure' (Esping-Andersen, 1990); and the degree of income inequality in each country (Veal & Nichols, 2017). Four contrasting countries are described to illustrate these points: England, Denmark; Poland and Switzerland. This comparison is also able to use results from the cross-national survey of 35,790 sports clubs conducted in Work Package 2 of the project. Understanding differences between countries using this conceptual framework qualifies the extent to which recommendations can be made for the transfer of government policies and the practices of sports clubs between countries. It raises questions about of the relationship between social capital at the levels of society, the club and the club members.

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Promoting Social Integration And Volunteering In Sport Clubs — Lessons From Practice

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Social inclusion and volunteering is a critical area where the future role, function and development of sports clubs are considered in society. These elements may vary based on cultural contexts. The fifth output of the project "Social Inclusion and Volunteering in Sports Clubs in Europe" (SIVSCE) project aimed to collect and analyse good practice cases from ten European countries by providing a qualitative description of sports clubs and their activities in relation to social integration and involvement of volunteers. Using a thematic standardised data collection methodology all together thirty country cases were selected for a comprehensive report in which the criteria for target organisations and their practices were identified, analysis of key elements of good practices were presented and the collection of good practice case studies were included. The analysis aimed to identify and explore which elements are necessary for successful management in sport clubs, leading to promoting social inclusion and engagement in volunteering. Results were presented along three main areas: 1) promoting social integration in sports clubs, 2) engagement in volunteering in sports clubs, and 3) promoting social integration through volunteering in sports clubs. The different elements emphasised in different country cases may serve as a source for sports clubs operating in any European countries; and may also contribute to the understanding of political conditions for, and structural characteristics of, sports clubs that promote social inclusion and volunteering in sport.

ESMQ New Researcher Award

Rivalry And Fan Aggression: Why Acknowledging Conflict Reduces Tension Between Rival Fans And Downplaying Makes Things Worse

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Aim of the research

With fan violence mounting across the globe, team sport organizations often try to placate fans by downplaying the importance of rivalry games (e.g., "the derby is not a war"). While such statements appear to be intuitively useful, their effects on fan aggression are unclear. Drawing on intergroup conflict theory, this research derives and empirically examines dual identity statements, an alternative approach to reducing fan aggression. Specifically, our studies compare dual identity statements with the managerial practice of downplaying and examine the underlying mechanisms and a boundary condition of the statements' effects.

Theoretical background

We conceptualise rivalry as an intractable identity-based conflict. Conflicts are labelled intractable when they are protracted and chronically salient, resist resolution, and feature mutual disidentification as well as simplifying stereotypes and zero-sum conceptualizations (Fiol, Pratt, & O'Connor, 2009; Northrup, 1989). The outgroup is downgraded, criticized and attacked to maintain a positive social identity — behaviours that can often be observed between groups of rival fans in team sports (Tyler & Cobbs, 2015). To avoid excessive hostility, a widespread managerial approach is to downplay the importance of the rivalry game prior to the clash. However, such statements ignore that the segregation between the groups is desired. Scholars suggest that if identity is part of the problem in an intergroup conflict, it should be part of the solution (Fiol, Pratt, & O'Connor, 2009). A potential remedy is the promotion of dual identities by "maintaining, not weakening, subgroup identities and locating them within the context of a binding superordinate identity" (Hornsey & Hogg, 2000, p. 143). Dual identity statements enhance supporters' unique identity (as fans of a team) while at the same time facilitating identification with the rival at a superordinate level (e.g., as joint fans of a region). We hypothesize that H1) a dual identity statement reduces fan aggressiveness compared to a downplay statement, H2) this effect only occurs if the statement comes from an ingroup (versus outgroup) member, H3) a dual identity statement increases superordinate identity strength compared to a downplay statement, H4) superordinate identity strength is negatively related to fan aggressiveness and H5) superordinate identity strength mediates the effect of a dual identity (versus downplay) statement on fan aggressiveness.

Methodology, research design, and data analysis

Three field experimental studies among supporters of Borussia Dortmund (N = 419), Eintracht Brunswick (949) and FC Nuremberg (329) tested the hypotheses. Studies 1 and 3 used a twofactorial (type of statement: dual identity vs. downplay vs. control: neutral statement x source of statement: players of favourite team vs. rival team's players vs. players of both teams together) between-subjects design. Study 2 used a one-factorial (type of statement: dual identity vs. downplay vs. control) between-subjects design. Participants received a fictitious press article featuring either a dual identity statement (e.g., "Either club has its own distinct identity. But there are also important similarities. We both stand for tradition and the Ruhr Valley."), a statement that deemphasized the importance of the game (downplay condition) or statistical information instead of a statement (control). Established measures captured the mediator superordinate fan identity strength, the controls team identification and dispositional aggression and the dependent variable aggressiveness (e.g. "When thinking about [rival] supporters, I feel hate/anger/disgust"; "I feel the desire to hurt/inflict pain on fans of [rival]").

Results, discussion, and implications

All studies provide empirical support for H1, H3, H4 and H5. Type of statement had a significant main effect on fan aggressiveness. Post-hoc tests show that a dual identity statement significantly reduced aggressiveness compared to downplay (studies 1, 2 and 3) and the control condition (studies 2 and 3). The effect of dual identity (versus downplay) statements rests on higher levels of superordinate fan identity strength, as indicated by a negative and significant indirect effect. Interestingly, the downplay condition produced significantly higher levels of aggressiveness than the control condition, suggesting that attempts to play down the rivalry are even worse than saying nothing. Downplaying is counterproductive because it increases reactance, which was included as mediator in studies 2 and 3. Fans get upset when the club do not appreciate the conflict with the rival, which is a crucial part of their identity. Rather than playing down rivalries, man-

agers should focus on the creation of a superordinate identity to reduce aggression. Surprisingly, source of statement (ingroup, outgroup or both groups together) did not have an influence. Limitations of our field experimental approach are a higher degree of noise and limited control over the procedures compared to laboratory settings.

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Elite Sport, What Is It Good For? Developing A Scale To Measure The Public's Perception Of The Positive And Negative Societal Outcomes Of Elite Sport

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Theoretical background

As nations are increasingly investing amounts of public money in elite sport development, elite sport policy makers are asked to justify their choices (De Bosscher, Shibli, Westerbeek, & van Bottenburg, 2015). Subsequently, policy makers often claim that elite sport will not only lead to more medals, but it will also trigger a wide range of outcomes that benefit the population (Grix & Carmichael, 2012). Notwithstanding the claims, empirical studies that explore the outcomes of elite sport to society are limited (McCartney et al., 2010). In addition, a model to evaluate the potential positive and negative outcomes of elite sport to society, with regard to the public perception in particular, has not been developed (Funahashi, De Bosscher, & Mano, 2015). Therefore, this study aims to develop, test and validate a quantitative scale for measuring the public's perceived positive and negative outcomes of elite sport for society.

Methodology

Scale development started by phrasing a preliminary pool of items. The items were based on a total of 84 societal outcomes of elite sport that were detected during a systematic review of the available empirical evidence. The items were extensively reviewed and the scale was tested and validated by conducting a nationwide population-based cross-sectional survey in Belgium. After conducting a pilot study (n = 100), a representative sample from the Belgian population (n = 980) was surveyed and randomly divided into a test sample (n = 486) and validation sample (n = 494). Using the test sample, a confirmatory factor analysis (CFA) was performed to assess the scale's adequacy. Six indices were used to test the fitness of the model (Arai, Ko, & Kaplanidou, 2013). Finally, after testing the replicability of the factor structure using CFA, regression analysis was employed to examine the role of antecedents within the validation sample. Five variables that one would expect to significantly influence the perception of the societal impact of elite sport: 1. Being fan of at least one elite athlete; 2. Frequency of watching the Olympic Games; 3. Having an elite athlete as a role model; 4. Participating in sport; 5. Being highly involved in elite sport.

Results

First, after a process of item exclusion, a 32-item model remained from which the six goodness-of-fit indices were excellent: $\chi^2/df = 1.91$ ($\chi^2 = 801.16$, $p < 0.001$, $df = 419$), NNFI = 0.93, TLI= 0.96, CFI = 0.97, SRMR = 0.04, RMSEA = 0.04 (90% CI: 0.04–0.05, p close = 0.99) AIC= 1083.16. Furthermore, by analysing discriminant and convergent validity, it was confirmed that the newly developed scale is a reliable and valid instrument to measure the perceived societal outcomes of elite sport. The results from the validation sample indicate that the Belgian population generally perceived that elite sport creates more positive than negative societal outcomes, as the mean score on the scale was 7.2/10. Overall, there was a positive significant difference in the scores on the scale for those who are fan of an elite athlete, have an elite athlete as a role model, frequently watched the 2016 Olympic Games, are highly involved in elite sport. In contrast, no significant difference was found between those who regularly participate in sport or not.

Discussion and conclusion

Today's leading academics argue that complex strategies and tactics are required to enable elite sport to generate positive outcomes for society (Grix & Carmichael, 2012). Nonetheless, the Belgian populations' overall positive judgement regarding the outcomes of elite sport can contribute to the legitimation of governmental elite sport investments. The public perception's measurement scale is a useful tool for researchers seeking to measure the advantages and disadvantages from elite sport to society using a standardised instrument. Further exploration in other contexts and across other countries is needed, as well as qualitative approaches that aim to reveal how contexts and certain conditions trickle the (both positive and negative) outcomes of elite sport for society.

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Organisational Learning Process By Sport Organisations For Social Responsibility

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Aim of the research

CSR implementation requires major changes at the strategic, organisational and operational levels. Therefore, organisations must adapt and develop novel attitudes, competences and ways of working within their organisation and with individuals, groups and organisations that evolve within their network (Fortis, Maon, Frooman, & Reiner, 2016). In other words, CSR and organisational learning (OL) are interrelated as CSR implementation entails substantial learning processes for the organisation and its members in order to unfold CSR within the organisation.

In this context, it is important to understand how learning activities frame and guide the way CSR unfolds in sport organisations. To date, however, we lack theoretical understanding of how OL occurs when sport organisations implement social programmes. Despite the acknowledgement of the importance of OL in the development of CSR (Fortis, Maon, Frooman, & Reiner, 2016), the sport management scholarly community has failed to explicitly address the role of OL in the implementation of CSR in all types of sport organizations. Our twofold purpose is to examine how OL develops through inter-organisational and intra-organisational relationship and how OL facilitates CSR implementation. To this end, the following research question is put forward: how does OL occur and influence the implementation of CSR by sport organisations?

Theoretical background

OL has been defined as a process referring to the ways in which organisations as collectives learn through interaction within their internal and external environment (Cybert & March, 1963). OL is multilevel and occurs at individual, group and organisational levels (Crossan, Lane, & White, 1999). "The I framework" identified four interconnected processes of intuiting, interpreting, integrating and institutionalising that occur over the three levels within the organisation (Crossan, Lane, & White, 1999). Furthermore, research streams contend that learning is not restricted to the three levels and can occurs at a fourth interorganisational level (Powell, Koput, & Smithdoerr, 1996). Collaboration can indeed facilitate the creation of new knowledge and the transfer of existing knowledge (Hardy et al, 2003).

To address the need for a multilevel model of OL for CSR, the present study analyses the dynamic interactions between intra- and inter-organisational learning processes in CSR implementation by sport organisation.

Methodology, research design, and data analysis

The study adopts an interpretative and multiple case study design, which has often been used in previous studies on CSR implementation and organisational learning. This research was conducted among three Belgian sport federations: two regional (i.e., Hockey and Golf) and one national federations (i.e., Football). The selection of these cases was based on their level of CSR development.

This study utilized two data collection techniques, namely, semi–structured interviews and organisational documents. We conducted 30 interviews from May 2016 to May 2017. Employing a 'key informant technique' and following the principles of theoretical saturation, we interviewed key individuals within the federations (i.e., top management and middle management, board members) as well as main stakeholders (e.g., sport clubs, non-profit organisations, academics and public authorities) involved in the CSR implementation process.

Results and implications

Overall, the analysis showed that anchoring CSR in sport organisations of this type requires the embedment of knowledge within the organisation, which implies both internal and external learning sub-processes. Therefore, the learning process is articulated around four levels: individual, group, organisational and inter-organisational. We put forward that the processes of *intuiting*, *interpreting*, *integrating*, *institutionalising* and *intertwining*.

The present paper contribute to the literature in two ways. First, we provide empirical insights in the role and influence of learning processes in CSR implementation process. This question is particularly central to improve the understanding of sport organisation' ability to integrate CSR and address social issues (Breitbarth, Walzel, Anagnostopoulos, & van Eekeren, 2015). Second, by investigating OL in this inter-organi-

sational setting, we shift the focus of current sport research on CSR implementation from individual and organisational and network level (Anagnostopoulos & Shilbury, 2013), which appears to be a promising unit of analysis in general CSR literature (Fortis, Maon, Frooman, & Reiner, 2016).

In doing so, it indirectly suggests a need to move away from examining CSR *per se* and consider it as a 'contextual platform' upon which concepts and processes from organisation theory are examined (in our case, OL). The hope is that such research will indirectly lead to a better understanding of CSR in the field of sport management. This is not, of course, a call to 'run away' from a concept that is attracting more and more scholarly attention. On the contrary, and in contrast to Doherty's (2013) recent call, we advocate that, given the fractured, complex and vague nature of CSR, micro-theorising might be the best way to move forward.

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Parallel Sessions

Sport Governance And Policy

Track Chairs: Hippolyt Kempf, Swiss Federal Institute of Sports Magglingen SFISM; Michaël Mrkonjic, Swiss Federal Institute of Sports Magglingen SFISM

Coaches' Migration: Brain Drain Or Competitive Advantage?

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Aim

The purpose of this study is to examine the factors of labour migration among elite sport coaches. In this exploratory study, we seek to capture the positive and negative aspects for NFSs 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. Specifically factors influencing the migration probability are investigated in the context of elite sport 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). Examining coaches is relevant for two related reasons. First, coaches are largely responsible for the recruitment of athletes and other coaching staff (Carter, 2011; Elliot & Maguire, 2011; Maguire & Falcous, 2011), which means they influence directly the migration of other sport stakeholders. Coaches are often the link between the athletes and the club managers who deal with their contracts and other bureaucracy. This shows that they are very aware of the challenges posed by migrating athletes. Second, coaches are often migrants themselves. As with other stakeholders coaches are recruited, have their motivations to migrate and their migration experiences.

Methodology

To examine the migration factors of coaches primary data were collected using an online survey of elite sport coaches. Elite sport Italian coaches in various Olympic (volleyball, triathlon, fencing, sailing, modern pentathlon, swimming, boxing, pesistica, cycling, climbing, ice skating, canoeing) and non-Olympic (kick-boxing and karate) sports participated in an online survey (n = 77, males, age average 42 — st. dev. 5) where they were asked for their current situation and their migration probability contingent on a hypothetical coaching position opening in 5 migration scenarios.

Results

In conclusion, the coaches who participated in this exploratory study concurred that migration has benefited them at a professional and personal level. However, they also point out serious difficulties encountered in the host countries which pose as negative aspects of their experience. One prominent result was the focus that coaches placed on their professional lives which diminished the emphasis they placed on other issues such as family and language. We believe that future research should investigate this further either by using quantitative methods on larger samples, or by interviewing another sample of coaches questioning these topics specifically. Another interesting result was the use of networks in the recruitment process. They appeared as an important recruitment mechanism and therefore, it would be useful to understand these networks in greater detail. It would be important, for instance, analysing to what extent networks are built on first-hand relationships or through a network of second- or third-hand relationships. Finally, given the pervasiveness of coaches' migration, it would be interesting to examine if and how coaching education programmes prepare coaches for migration and whether those are effective in fostering their success. By understanding the difference between first and second relationships give us an idea about personal skills and setted systems made to host foreigner coaches. The present study adds to the body of literature on labour migration in sport by shedding light on an under-researched area that is elite sport coaches.

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Managers' Discourses Through The Evolution And Development Of The Brazilian School Games.

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Background and purpose

The structure of sport programs, which give support to the development of athletes, is a relevant theme for understanding the process of sport development in most countries. In Brazil, this issue has been addressed largely by the enactment of public policies that have spawn a number of sport initiatives. Most notably is the Brazilian School Games (BSG), which is an annual national sport festival that involves the participation of children and adolescents who compete in a number of sport disciplines. The BSG have been organized since 1969 under the sponsor and patronage of different government agencies as well as the Brazilian Olympic Committee.

Managers from different levels of hierarchy in charge of planning, organizing and evaluating the BSG not only play critical roles in implementing strategies to achieve the Games' goal but also provide direction and leadership throughout the entire decision-making process (Gentry, Harris, Baker, & Brittain Leslie, 2008; Mintzberg, 1990). Drawn from Mintzberg's (1990) study on the roles of managers, this study reviews key functions and roles played by Brazilian managers involved in the BSG from 1969 to 2010; specifically this study examines managers' views, discourses, and beliefs regarding the evolution and development of these games.

Methodology

This study used interpretative phenomenological analysis (IPA) to examine managers' involvement with the BSG. IPA is a form of qualitative research that aims to interpret; give voice and meaning to a phenomenon experienced by individuals directly involved with the issue under study (Smith, Flowers, & Larkin, 2009). According to Arantes et al. (2012) the BSG can be subdivided into four phases directly linked to the country's political events and governments that ruled from 1969 to 2010 (1969 to 1984; 1985 to 1989; 1990 to 2004; and 2005 to 2010). Considering that each of the four phases of the BSG represented a unique political and ideological time frame in the country's history, it is expected that managers involved with the BSG during each of these phases could have developed unique perspectives of the meaning, relevance and priorities these games had for Brazil. In this study, eight semi-structured interviews were conducted with key decision makers who were involved with the BSG, including one Sport Minister, three National Sport Secretaries, and four General Coordinators of the School Games. Considering that IPA is a form of qualitative methodology that aims for probing as opposed to generalizability, is that sample size is small (Reid, Flowers, & Larkin, 20005). Moreover, four pre-determined thematic categories guided the interviews, including (a) structuring principles that guided the Games, (b) the role of agents, (c) financing, and (d) future perspectives of the Games.

Results and discussion

Analysis of data included content analysis with an emphasis on themes related to the role of the decision-making manager (Mintzberg, 1990). Analysis and interpretation of data revealed that one structuring principle that guided the Games during the first phase was the need to use the Games for talent selection and identification of athletes. However, managers involved in the third phase noted that during that time there was a big push to not submit the BSG to the demands of high performance sport. These findings reveal that managers exercised their informational and decision-making roles, acting as liaisons with other agencies and acting as entrepreneurs in their attempt to adapt to new demands from the environment. Regarding the *role of agents*, managers from the second phase noted the conflict of ownership between the Ministry of Sport and the Ministry of Education concerning the responsibility of the Games. In terms of *financing*, managers from the four phases noted that public resources from the Ministry's budget, state enterprises, and federal laws have all contributed to fund these Games. In terms of the *future perspectives* of the Games, managers from the first and third phases noted that the governance of the Games should rest in the Ministries of Sports and Education, leaving the role of the Brazilian Olympic Committee as an organizer or producer of the Games. Thus, expansion and growth of the BSG was seen as directly linked to the capacity of the public sector to engage other agencies (public and private) and supply the means to do

so. Finally, data collected from the semi-structured interviews was related with each of the managerial roles and functions proposed by Mintzberg and managerial implications were drawn.

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Contribution To The Main Players For The Alignment Of Sport Governance To Fight Against Corruption And Cheating

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Research question

The world of sport with its organisations is a complex system by the multiplicity of its component parts and the ambiguity of the relationships between its members, their forms of governance and the environment. The International Sports Federations (IFs) are united by the rules of the Olympic system, but each IF is an independent association based on Articles 60 and the following ones of the Swiss Civil Code. In this context, how can the world of sport be consistent, that is to say, control and improve its governance?

For example how can FIFA cope with the situation after the suspension or arrest of football dignitaries such as Sepp Blatter and the election of Gianni Infantino and now UEFA with the Panama Papers scandal, and the dismissal of Platini, the corruption scandal of IAAF with its former President Lamine Diack, etc.

This communication follows EASM Warsaw's communication in 2016. The objective is demonstrate that the creation of a regulatory agency (the World Sport Governance Agency: WSGA) is based on sport's different players who, according to their knowledge of sport, different sciences such as management, political, sociological and legal sciences will be able to change the world of sport towards a better governance.

Theoretical background

The direct involvement of the sport players in the creation of a WSGA has become urgent due to the different recent scandals such as the successive investigations and arrests at FIFA (2010–2016), UEFA (2010–2016), IAAF (2015) and the low impact of recommendations such as IOC 2000 and resolutions 41 and 42 (IOC report in Copenhagen 2009).

In the USA, private economy has proved this necessity thanks to the "Sarbanes Oxley Act" as well as the discussions on sport governance at the European Commission.

Our study matches the theories on governance developed by Carver (1997, 2001) and his system of "Policy governance", the reflections by Chappelet (2010), sport management (Hoye & Cuskelly, 2003), systemic governance (Henry, 2005) and the analytical framework for the assessment of the governance of IFs as described by Arcioni (2007, 2011, 2017) let alone different articles from 2010 to 2017 and corporate governance. The study aims at fighting against induced corruption in the current governance models by aligning the jurisdiction models and the sanctions at every level. However, the process is based on the sciences related to management, the political, sociological and legal sciences.

Methodology, research design and data analysis

The objective is to link sport governance theories with corporate governance and the governance of organisations. In order to demonstrate the urgency for the control of governance, we proceeded in four steps:

- A longitudinal analysis of scandals and dysfunctional governance of the IOC, IFs, NOCs from 1996 to 2012, using questionnaires and field research, an analysis of documents and literature on management and control of sport set against the literature and the functioning of the world of economy;
- A longitudinal analysis of scandals and corruption of FIFA, UEFA and IAAF from 2010 to 2017 with field research, an analysis of documents and press reviews;
- An analysis (based on the sciences) of improvements to prevent future scandals thanks to an alignment on corporate governance.
- As opposed to management, political, societal and legal aspects and all the theories of governance and not sport. The results are described in a table including the scientific aspect and the sport players.

Results, discussion and implication, conclusions

Based on our field research and analysis of the literature as well as on the operation of the UN-Watch, the codes of good practice, the work by Arcioni (2007, 2015, 2016), the functioning and the organisation of the Court of Arbitration for Sport (CAS), the IOC and IFs, we have highlighted the following main improvements.

What are the sport players and which competences should be used to support the procedures of the World Sport Governance Agency (WSGA), an environment in which ethics is intended to be a central concern (anti-doping controls governed by an independent body: WADA's aligned penalties, including rules from

the Olympic Charter governing the Olympic movement, i.e. the recognition of the Olympic Federations, the money movements, betting, etc. controllable in a transparent manner).

In conclusion, this communication provides all the elements necessary for the implementation of the worldwide agency supported by all sport players of a global agency for the support and regulation of the international governance of sport: a WSGA.

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The Conditions And Support Approaches That Lead To Organizational Development In Voluntary Sport Clubs

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Aim of the research

Aim of this study is to gain more insight into conditions and approaches used by professional sport club consultants, in developing the organizational capacity of voluntary sport clubs (VSC's). This study is part of a larger research on the competencies, approaches and interventions which sport club consultants need to provide support on organizational development in VSC's.

Theoretical background

A VSC with great organizational capacity has the ability to offer their sport, now and in the future, in a sustainable and socially responsible way to (potential) members. Dutch VSC's are facing several challenges, as perceived consumerist behavior by members (Van der Roest, 2015) and demands by the government to attribute to the social policy agenda (Waardenburg, 2016). Organizational development and becoming a learning organization (Senge, 2006), which has the capacity to adapt continuously, is required to face this challenges. Dependence on volunteers in conjunction with the democratic nature of VSC's makes organizational development in sport clubs complex (Enjolras, 2009). Professional support is often necessary, especially in the northern region of the Netherlands where the number of inhabitants in small villages is falling and sport clubs are facing a decreasing number of members. Verhagen (2014) states that although much research has been focused on the question of aspects that contribute to organizational capacity of VSC's there is lack of information on the process of increasing the organizational capacity and on what type of support these clubs need related to organizational development.

Between 300–500 sport club consultants, mostly funded by local governments or sport associations, are tasked to increase the organizational capacity of these VSC's. From Senge's perspective, real improvement will occur only if people responsible for implementation design the change itself. This has consequences for the support that is offered by the professionals. For this professionals it is important to have a better understanding of the mechanisms involved in the process of organizational development and the kind of support that is required.

Methodology, research design, and data analysis

Based on theory about organizational development, organizational capacity, organizational learning and change processes, an online survey is designed to identify the organizational development processes of the VSC's. This online survey is conducted among the boards of all VSC's in the northern region of the Netherlands (+/- 3000 sport clubs). A baseline measurement is carried out in May 2017 (t0). A follow up measurement will take place in May 2018 (t1). This follow up measurement will define if and what the differences in organizational development processes are between sport clubs that received support from a professional sport club consultant and those where this was not the case. Cross-sectional analysis will be carried out to measure any correlations between characteristics of sport clubs and support processes that have taken place, as well in which extent organizational development occur. The study provides an analysis of the nature of organizational development processes involved in sport clubs in the northern region of the Netherlands and to which extend sport club consultants have supported them.

Results, discussion, and implications/conclusions

In the expected results both the extent of organizational capacity of the VSC's and the processes of organizational development within this clubs as well as the support they received in this process will be analyzed (t0). New insights on the process of organizational development and support of professional sport club consultants contributing to the sustainable development of VSC's will be presented. The results of this study (t0) together with two other parallel studies will be used in order to compose a new repertoire (competences, interventions and approaches) for club consultants. These club consultants will be trained to develop a new repertoire from September 2017 until May 2018. Hereafter the next measurement (t1) will be carried out in may 2018. At the time of writing, the results, conclusion and discussion are not yet known, because data collection will take place in May/June 2017. During the EASM congress, the results of t0 will be presented.

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Social Return On Investment In Sport: A Model For Measuring The Value Of Participation In England

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Aim of the research/project

Recent evidence suggests that sports participation can create societal benefits in terms of improved health, reduced crime, increased social capital, improved education outcomes and enhanced subjective well-being (Taylor, Davies, Wells, Gilbertson & Tayleur, 2015). However, research which attempts to value the social impact of sport at the population level is limited. The aim of the research presented in this paper is to measure the impact of sports participation in England, using a Social Return on Investment (SROI) framework. It is the first time this methodology has been used to measure the sports sector at the national level.

Theoretical background/literature review

SROI is a framework for understanding, measuring and valuing net outcomes of an activity, organisation or intervention. It has evolved from Cost Benefit Analysis, together with sustainability and financial accounting (Fujiwara, 2014). Nicholls, Lawlor, Neitzert and Goodspeed (2012: p. 8) define SROI as "…a framework for measuring and accounting for [the] broad concept of value; it seeks to reduce inequality and environmental degradation and improve wellbeing by incorporating social, environmental and economic costs and benefits". SROI offers an approach to social impact valuation, which is guided by seven clear principles and a standardised framework. There is a strong emphasis on stakeholder engagement and measuring what matters to people affected by an intervention, organisation or policy (Vardakoulias, 2013).

SROI is increasingly being used by public agencies, private organisations and the Third Sector in the UK, Europe and North America, to measure social value and to justify public investment. However, to date, the application of SROI to sport has been limited. There are some examples of SROI being applied to specific sport interventions but the application of this technique is in its infancy and it has not yet been applied more widely to the sports industry, particularly at the national level, in a way that conventional economic analysis has been (Taylor, Davies, Wells, Gilbertson & Tayleur, 2015).

Methodology, research design, and data analysis

There were a number of stages to developing the SROI analysis for sport in England. These are outlined below:

- Establish scope and identify key stakeholders
- Map outcomes in logic model (Theory of Change)
- Measure and value outcomes
- Establish impact and calculate the SROI ratio
- Report and share findings with stakeholders

The scope of the study was England; children aged 10–15 and adults 16+. The year of evaluation was 2013/14. Stakeholders included in the research were government departments with responsibility for funding sport; local authorities; schools; higher education institutions; commercial sports providers; voluntary clubs; sports participants (consumers) and volunteers.

A Theory of Change was developed to build the SROI model. It detailed how inputs, used to resource and deliver sports activities (measured as outputs), result in outcomes for stakeholders. Inputs were measured using secondary data sources from stakeholder financial accounts. Outputs were measured using the England Active People Survey and the Children Taking Part Survey.

Outcomes were identified through reviewing literature and consulting academic experts in the field. The outcomes included in this research were health, crime, education, social capital and well-being. They were valued using literature, secondary data and financial proxies, sometimes with the help of assumptions.

The SROI value was calculated by expressing the value of the social outcomes created in relation to the cost (inputs) of achieving them.

Results, discussion, and implications/conclusions

The value of social outcomes generated from sports participation in England was £44.8 billion and the total inputs to sport were £23.5 billion, giving a SROI value of 1.91; i.e. for every £1 spent on sport, there was

£1.91 worth of benefit generated. The largest contribution to the social benefit of sport was provided by the values associated with wellbeing derived from participating and volunteering, totalling £30.43 billion.

The research illustrates that it is possible to use a SROI framework to measure sport at the national level and that in 2013/14, the social value of sport in England was positive. The research provides policy makers with robust and evidence-based research upon which to better articulate the case for investment for sport in England. This is particularly relevant to the continued policy discussion on public subsidies to sport, not only in England but in other countries. Even so, there are limitations to the data sources used in the research, which means that the results are likely to underestimate the total value of sport. On this basis, the paper provides suggestions for how the research could be taken forward in the future, including the development of a European wide model for measuring the social value of sport.

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He For She For Board Room Equity

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Many measures to achieve gender equality in sport governance have focused primarily on the underrepresentation of women and how they experience this (Burton, 2015; Claringbould & Knoppers, 2013). A common approach to balancing boards of directors has emphasized gender equality through the creation of women's groups/commissions and the identification of gender targets/quotas. Although this might have changed the gender ratio, it can perpetuate the idea that gender equality is the issue and that it only affects women. The gender equality target driven approach to 'change' does not explicitly encourage men to collaborate with women or to be involved in changing a male-dominated governance culture and producing gender equity. Since men numerically dominate top level boards of National Olympic Committees (NOCs), International Federations (IFs) and National Federations (NFs), they play an essential role in undoing gender. Therefore the research question driving this investigation was: 'What can men do to change the gendering of sport governance?'

We investigated dynamics of gender and sport governance in the Netherlands and Australia. Both countries and their NOCs have had extensive campaigns that target the appointment of women in governance. We also selected national and international boards of governance in two sports. These sports were selected based on (a) the gender ratio of sport participation, (b) the board having the goal of attaining gender balanced membership, and (c) our access to the organisation and permission to work with them. In-depth semi-structured interviews were conducted with male and female members of their executive committees. The interviews focused on meanings assigned to gender and practices used to recruit women and to keep them (Acker, 1990; Claringbould & Knoppers, 2013). We asked board members to describe how they have attempted to facilitate gender balance and to undo gendered board culture. We used probes to further explore what respondents think/thought and have done. All interviews were conducted in English, audio taped and transcribed.

We first used axial coding to sort the data and to identify possible themes pertaining to the research question followed by selective coding in which we assigned quotes to themes (Boeije, 2010). The research team then discussed and, at times revised, the results of the sorting process. This thematic analysis involved reading and rereading data several times to check and confirm the relationship of various codes to emerging themes. The resulting themes were: using ideologies of essentialism, accepting and resisting top down structural change, using advocacy, and, (un)doing gendered meeting cultures.

Results show that a consistent strategy used to argue for gender diversity was the use of essentialism that constructed women and men as two separate categories. Each category was attributed different abilities. Respondents seemed to assume that the presence of this complementarity would influence meeting or board culture. For example, the presence of women was seen as an asset to a board because their presence could make the board a friendlier place and reduce the competitiveness of and between some men. The use of quotas was believed to stimulate or force organizations to work harder to find women. The quotas however, also created a tick box exercise. Once a sufficient quota was deemed to have been achieved, women were often no longer specifically targeted in recruitment strategies. Male board members described how they used their networks to identify and support female applicants. In addition, although the presence of women was felt to shape the culture in positive ways, both male and female respondents indicated that this does not mean women experience that culture as welcoming them.

We conclude that male board members primarily focused on creating gender equality rather than gender equity. They actively recruit women to fill positions but there is little evidence that they do much to change the context/culture in which that governance takes place. We end by reflecting on how gender can be undone in (sport) governance. We do so by citing recommendations presented by our respondents on ways men can contribute to the undoing of gender in sport governance in ways that go further than recruitment and by drawing on strategies described in the scholarly literature.

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Organisational Behaviour Of Meta-Organisations In Sports: A Life-Cycle Approach

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This abstract outlines an ongoing PhD research relating to an organisational study on international sport organisations. In particular, the study aims on examining organisational behaviour of meta-organisations in sport across their organisational life-cycle. The focus of the study is on international sport associations, with SportAccord as a case study organisation.

The research idea originated following an organisational crisis at this association in 2015, resulting from a governance failure that led to member federations distancing themselves from the organisation. This response was somehow contrasting to that of members in other associations with a similar organisational structure within similar organisational fields, such as international federations themselves, where, as opposed to withdrawal or suspension of membership, proposing reforms and collaboration was the common response to governance problems.

This paradox sheds light on the lack of depth, both theoretically and empirically, in the literature on meta-organisations in sports. By drawing from the meta-organisation theory of Ahre and Brunsson (2005), the research aims to develop this theory further, add depth to current literature on sport meta-organisations and address the following questions:

- Why and how meta-organisations such as SportAccord are created in sport and how their stakeholders react to their emergence?
- To what extent different purposes of meta-organisations in sport can result in generation of different problems and solutions?
- How would this organisation be able to make decisions, stay relevant to its stakeholders, cope with governance failures and efficiently manage its interdependencies if there are more and more members with greater differences and the external environment is rapidly changing?

Although vast majority of decision making entities in sports, such as national and international governing bodies, are theoretically meta-organisations, the sport management literature that has addressed governance and organisational behaviour, has mostly focused on mainstream management theories that have been formulated upon studies on firms, not associations. It was only until recently that sport organisations were investigated via meta-organisation theoretical lens (Malcourant, Vas, & Zintz, 2015). Nevertheless, whilst reconciling the differences, mainstream organisational theories such as agency theory, resource dependency theory and institutional theory are referred to in order to complement meta-organisation theory and fill niche but essential gaps in those theories. The main theoretical arguments of meta-organisation theory that are examined relate to purpose of creation, the link between heterogeneity of members and power of the meta-organisation as well as conflict resolution strategies.

Furthermore, the sport management literature pays insufficient attention to the impact of time on organisational dynamics of sport organisations. As mentioned by notable scholars of organisational life-cycle studies (Greiner, 1998), vital considerations such as organisational threats, opportunities, strengths and weaknesses change over time. Conceptualising and examining the life-cycle of an organisation yields fruitful insights because it creates a platform for analysing the current stage of maturity of the organisation and characterising that stage. Organisational life-cycle as a tool is even more relevant to international sport associations, given their cyclical nature of operation. Nonetheless, organisational life-cycle model has been absent in organisational studies in sport. It has not been applied to meta-organisations either. This study uses the life-cycle model of D'Aunno and Zuckerman (1987), that has been developed based on studies on federations of organisations, not firms. As recommended by other scholars, the life-cycle model is utilised primarily a tool to guide the research and the study does not intend to propose a new life-cycle model.

This inductive study leans towards the interpretivist side of the research philosophy continuum and adopts qualitative approach. Adhering to the guidelines proposed by Pettigrew (1979), the study uses the organisational life-cycle as a guideline. Secondary data, archival data and a brief set of primary data feed into the retrospective data collection phase, whilst semi-structured interviews and open-ended questionnaires are the main methods for primary data collection.

The data collection is ongoing. The main interviewees are members of SportAccord, that are essentially international federations. So far, 9 interviews have been conducted with seniors of international federa-

tions (e.g. presidents, secretary generals, vice presidents). They are asked to discuss the extent which they value their membership at an international association such as SportAccord. One of the arguments of meta-organisation theory is that the more differentiated the members are, the weaker the meta-organisation would be. Primary findings indicate that although SportAccord has a heterogeneous member-base, similar to associations such as ASOIF or international federations themselves, it still has a weaker centre of authority compared to those aforementioned meta-organisations due to the differences in organisational purposes, lower organisational identification and resource-distribution mechanisms amongst key stakeholders.

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Erosions Of Normative Self-Commitment — Analysis Of Conditions Weakening The Integrity Of Sport

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Aim of the research

Sporting achievements that arouse the interest of sport consumers consist of the performance and the belief in the integrity of competition (e.g, Büchel, Emrich & Pohlkamp, 2016; Emrich & Pitsch, 2011). In addition to doping a large number of other forms of manipulation exist and these are perceived by the spectators as a threat of Olympic games (Emrich & Pierdzioch, 2015, Tab. 2). If integrity is weakened, the interest in consuming sport should decrease (see the Olympic Games, the FIFA scandal, etc.). The aim of the study is to investigate determinants that threat the integrity of sport included corruption from the point of view of athletes. Therefore the normative self-commitment of athletes as well as of socio-economic parameters are used as explanatory variables.

Theoretical background

The olympic values make the Olympic Games an event which has a higher importance for athletes and spectators than for example a world championship (e.g, Emrich, Pierdzioch & Pitsch, 2014; Emrich & Pitsch, 2011). It is precisely these Olympic values and the Olympic idea, created by Coubertin, to which the athletes confess with the solemn oath at the beginning of the Olympic Games. This oath produces the faith in the honesty of the performance for consumers, who can not watch the honesty directly but only trust in the integrity of competition (Büchel, Emrich & Prohlkamp, 2016). To guarantee for example fair play, tolerance, doping and tamper-free sport, a normative self-commitment by the athletes is necessary but not sufficient. Therefore accompanying sanctions are required to stabilise this self-commitment and the faith of consumers in the integrity of competition.

Following the "homo sociologicus", the athletes have the rules to watch the values internalised by socialisation, following the "homo oeconomicus", these values must not be internalised by each individual but stabilised by a sanction system.

A sanction system can not completely substitute the self commitment of athletes. Therefore the perspective of the athletes has to be taken up and their normative self-commitment to be analysed (see for a efficient mixture of self commitment and sanction system Homann, 2002).

Methodology, research design, and data analysis

By means of an online survey 5,548 German squad athletes listed in 2005 have been asked for their perceived susceptibility to fraud in 2013 (N = 373 answered). The athletes' perception of the fraudulent behaviour in sport in general, but also with regard to the sport they are practicing, was asked on a 5-level scale. In addition, there were asked questions about personal attitudes towards fairness and corruption of the squad athletes. Using regression analyses the extent to which the internalised normative self-commitment among squad athletes has an influence on the perceived corruption risk of sport in general and athletes in different sports was analysed.

Results, discussion, and implications

The regression analyses show different results between one's own sport and sport in general. The vulnerability of one's own sport is not significantly affected by normative self-commitment. However, the item concerning the possibility to cheat by betting affects the perceived corruption significantly ($p < 10\%$). Some items influence the perceived corruption of the athletes in general. There is a

- negative impact if exciting competitions for spectators by equivalent opponents and fair athletes are measured high ($p = 0{,}04$) and a
- positive impact if the importance of media attention for tamper-free sports is given ($p = 0{,}005$).

In relation to sports in general, we can show a

- negative influence of an item concerning the importance of respect before the opponent ($p = 0{,}065$) and the importance that viewers in general want clean sports ($p = 0{,}053$), and a
- positive influence of an item concerning the importance that an athlete recognises when others compete better ($p = 0{,}000$).

The results show that a high degree of normative self-commitment has little effect on the perception of one's sport and its players. Sport in general, however, is influenced by the importance of sporting values such as fairness and the pursuit of tamper-free sports. This means that the attitudes influence the judgment on sport in general, but the narrower one looks at the athletes' own sports activity, the more ineffective the whole is in its inhibiting effect on corruption. Here, a kind of dissonance theory can be shown, since in sport many things are very bad, in athlete's own sport it is quite in order.

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Monetary Valuation Of Elite Sport Success: An International Comparison

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Background

Public investment in elite sport is often described as a "gamble" since, unlike funding for infrastructure, the returns on investment (medals) highly depend on athletes' performance and the outcome is uncertain (Mitchel et al., 2012). Therefore, there are recurring public debates about the increased funding for elite sport throughout the world. Exploring the outcome of public investment on elite sport policy provided through athletic success is a meaningful research topic in sport management.

Theoretical framework

How, then, can we visualise the value of elite sport policy? Many of the benefits of international sporting success (e.g. improved national morale) are such that nobody can be prevented from feeling them (non-excludable), and everyone can enjoy these benefits together with no congestion in consumption (non-rivalrous). In other words, international sporting success is a pure form of public goods (Gratton & Taylor, 2012). Normally, the valuation for public goods cannot be done through market prices, but contingent valuation method (CVM) circumvents the absence of markets for public goods by presenting respondents with hypothetical market in which they have the opportunity to price the good. This is achieved by framing the willingness to pay (WTP) question in the context of a hypothetical market for the goods.

Incorporating the CVM, research to estimate the value of elite sport success in a monetary scale has gradually been advanced in the field of sport management (e.g. Funahashi & Mano, 2015; Humphreys, Johnson, Mason, & Whitehead, 2016). Meanwhile, it cannot be overlooked that there is a research need to compare the value of sporting success among different countries to investigate culture and international competitiveness related differences (Wicker, Hallmann, Breuer, & Feiler, 2012). The purpose of this research is to present an international comparison of the monetary value of elite sport success and identify the factors associated with the WTP.

Research design

An international comparison research project was set up in six countries: Australia, Belgium, Finland, Japan, the Netherlands, and the United Kingdom. These selections are based on 1) the differences in the sport policy priority (De Bosscher, Shibli, Westerbeek, & van Bottenburg, 2015), 2) differences in the sport performances, and 3) the SPLISS 2.0 network (De Bosscher, Shibli, Westerbeek, & van Bottenburg, 2015) for research feasibility.

Each country has conducted an Internet-based population survey of approximately 1,500 adults. The respondents were stratified by gender and age group, proportional to those in the national census. The hypothetical scenario was based on the assumption that a large-scale reduction in government funding for all of elite sport expenditure is implemented and a reduction of 50% in the total number of medals won in Tokyo 2020 would occur, and to compensate for the reduction in government funding, a group of elite athletes proposes to establish a 'high-performance sport fund'. Then the WTP was asked through the following question:

Assume that the 'high-performance sport fund' is set up with funds consisting of donations from the public. In the event that the total amount of donations is not sufficient to implement the project, these donations will be returned to each donor. If you were asked to contribute, would you agree to make a donation?

The mean WTP was calculated after excluding the warm-glow and protest zero responses. The trimmed analysis value was selected because the outliers were excluded from the analysis (Mitchell & Carson, 2005). The relationship between stated values and factors such as the use of the good (i.e. frequency of watching Rio 2016 on TV (*Watchtv_2016*), being an avid sports fan (*Avid_fans*)), reported attitudes regarding a good (i.e. perceived benefits of elite sport success (*Benefit*)), concern regarding a good (i.e. perceived risks associated with elite sport (*Risk*)), membership of interest groups (i.e. being an athlete (*Athlete*), being involved with an elite sport related organisation (*Organisation*)), and the socio-economic characteristics (i.e. gender, age, marital status, employment status, highest educational qualification, and household income) was analysed using Tobit regression technique (Bateman et al., 2002).

Results

Results for all the six countries are not yet available but will be presented at the conference. We will report here only the results for Belgium, Finland, Japan, and the UK. The results revealed that the 5% trimmed mean WTP was US$3.8 (PPP) in Belgium, US$6.5 (PPP) in Finland, US$5.3 (PPP) in Japan, and US$10.7 (PPP) in the UK. The Tobit regression showed that the WTP was related to *Watchtv_2016*, *Avid_fans*, *Athlete*, *Organisation*, *Benefit*, *Risk*, and *Income*, but the empirical result was slightly different for each country. Discussion will be made with all other countries' empirical results.

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Achieving Compliance With The World Anti-Doping Code: Learning From The Implementation Of Other International Agreements

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Research aim

The aim is to analyse the problems of achieving compliance with the World AntiDoping Code. The objectives are to analyse the context within which international agreements operate, to explore the techniques and problems for achieving compliance in broadly related areas, and to assess the comparative effectiveness of the World Anti-Doping Agency (WADA) and its major partners in achieving compliance.

Literature review

To analyse the problems that WADA faces in terms of eliminating doping in sport (recently highlighted by the exposure of state-sponsored doping in Russia and the series of doping scandals within Athletics), three inter-related bodies of theory have been identified as being of particular value. First, regime theory can provide insights into policies, policy impacts and governance arrangements. Krasner (1983) defined a regime as the "principles, norms, rules and decision-making procedures around which actors' expectations converge in a given issue-area" (p.185). Second, implementation theory compliments regime theory. Within top-down implementation, the central government's role is emphasised, implementation begins with the formation of policy objectives and implementation occurs in a linear fashion. In contrast, bottom-up implementation concentrates upon the actions of local level implementers and focuses upon the nature of the problem and the context within which implementation takes place (Lipsky, 1978). Third, the analytical framework was derived from Mitchell and Chayes' (1995) Compliance System, which comprises of the primary rule system, compliance information system and non-compliance response system. The compliance system provides a more detailed and sophisticated model of implementation and compliance and lies at the heart of regime theory in that implementation can be analysed in relation to each element. Although the compliance system is a popular framework that has been used within other research areas, it has yet to be used as a mechanism for analysing compliance within the anti-doping regime.

Methodology

The methodology included case study research comprising qualitative document analysis and semi-structured interviews. Conventions selected for analysis were the 'United Nations Convention on the Rights of the Child' and the 'United Nations Convention Against Transnational Organised Crime' (with a specific focus upon money laundering). The Conventions were analysed to identify the range of strategies used to achieve (or at least enhance) the level of compliance with international conventions, to evaluate their effectiveness as a way of generating ideas for improving compliance with the WADA Code and to assess the comparative success of WADA. Both Conventions represent international agreements that focus upon changing behaviours. Whereas the child rights regime primarily comprises of soft law and focuses upon behaviour that is not always illegal, the anti-money laundering regime addresses a criminal offence and aims to make indiviudals observe and follow the law. It is thought that the anti-doping regime, which incorporates soft law and addresses quasi-legal behaviours, lies somewhere between the child rights and anti-money laundering regimes. Qualitative document analysis was used to analyse documents published by relevant organisations including WADA, UNESCO and the United Nations. Semistructured interviews were also conducted with senior staff members responsible for monitoring compliance at the international and UK domestic level.

Conclusions

The results identified a range of strategies used to achieve compliance. With regard to the primary rule system, the anti-doping regime has a stronger top-down implementation framework compared to the child rights regime. However, the recent treatment of Russia, where the International Olympic Committee failed to follow WADA's recommendations to place a blanket ban upon Russian athletes at the Rio Olympics, arguably shows weaknesses.

Consequently, there is a need to strengthen WADA's capacity, independence and authority. With regard to the compliance information system, the child rights regime has developed a global annual index of compliance and highlighted the importance of building the capacity of the organisational network. Within the anti-money laundering regime, strategies used to strengthen the compliance information system included independent institutions and a supportive whistleblowing framework. With regard to the non-compliance

response system, the child rights regime has used domestic lobbying to achieve policy reform. Additionally, the anti-money laundering regime demonstrated that multiple non-compliance responses are necessary to address the problems caused by cultural diversity and varying capacities. Whilst WADA needs the authority to impose sanctions upon non-compliant actors, the anti-doping regime must develop additional responses that focus upon capacity building and cultural change. It is concluded that the identified strategies have had modest and variable success in improving compliance, yet have the potential to address the problems of achieving compliance with the WADA Code.

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Recruitment Stategies For Members Of The Executive Board Of German Sports Clubs

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Introduction

Sports clubs, being built on a bottom-up membership democracy and a pooling of resources of their members, always have to deal with the problem of distribution of pooled resources and with the problem of delegation of authority to a small group of elected members. Sports clubs are (mostly) led by volunteer members who organize the production of the club goods (Vanberg, 1982) and preserve the organization itself (Michels, 1957). In order to avoid that members take the exit option and leave the club the members of the executive board have to avoid the permanent disappointment of members.

Following the "iron law of oligarchy" (Michels, 1957), we presume that members of this small group of executives are elected mainly under executive control with little power for the members (Enjolras & Waldahl, 2010, p. 216). We presume furthermore that new members of this small group of executives are elected after they have been asked by the incumbent executives whether they are willing to become a member of the executive board. At general meetings persons who were recommended by members of the executive are usually elected and for this reason elections become somewhat ritualistic.

In our approach, we try to find characteristics that are crucial for people to become recommended as a member of the executive board in their sports club. We also analyze some mechanisms of the iron law of oligarchy.

Methods and sample

Data were collected from 29th of May 2016 to 30th of June 2016 in an online questionnaire sent to registered volunteers from German sports clubs in the Sportbund Pfalz e.V. (N = 3,067; runback = 22,62%). We focus on two types of volunteers: process-related (performer; N = 1,124) and structural-related (executive; N = 1,717; Flatau et al., 2013) and try to find out which socioeconomic parameters are characteristic for those two types. Additionally, we study the characteristics of executive board members of sports clubs (president, vice-president and treasurer) and via binary logistic regression, we identify predictors for becoming recommended and elected as a member of the executive board. We determine socioeconomic factors (education, income, age, etc.) and the fact "being asked from other board members to assume a position at the board" as important variables to become a member of the executive board.

Prospect

Wippler (1981) subscribes the dilemma that democratic actions can lead to oligarchic structures based on unintended consequences of member's actions. Going one step further we assume that sports clubs are ruled by an "elite" (Bourguignon & Verdier, 2000, p. 287) or an intern group of authorities which we see as a club-intern-network of people, often an old-boys network, of a specific social status who shares and supports the agenda of the executive board members. This can be seen as a precondition for oligarchy (Perkins & Poole, 1996). Such an interpretation is in line with a point made by Max Weber, who argued that "[…] authority is always a minority rule […]" (Weber, 1972, p. 20). Lipset, Trow and Coleman (1956) call this process the domination by a few and the accumulation of cliques. We identify predictors of oligarchic structures and the mechanisms of their permanent reproduction in German sports clubs. We see the specific structure of sports clubs as a kind of self-preservation against environmental influences to hold continuity (Thiel & Meier, 2004).

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The Meaning Of Trust In Sport Actors For Public Opinion Of Elite Sports

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Aim of the research

Elite sports play an important role in societies as decision-makers believe elite sports convey norms and values such as performance, motivation and discipline. Moreover, success in elite sports provides intangible benefits such as civic pride (Wicker, Prinz, & von Hanau, 2012). However, investments in elite sports are not undisputed. Public opinion on elite sports is important as it serves as justification for public funding (Grix & Carmichael, 2012). Thus, this research aims to identify the determinants of public opinion on elite sports to generate insights for sport managers and policy makers.

Theoretical background

The theoretical model is based on social exchange theory (SET) which has been used to explain favourable public opinion. Public opinion is assumed to be favourable if perceived benefits of elite sports exceed the perceived costs (Homans, 1958). SET suggests that individuals form their attitude toward elite sports based on experiential or psychological outcomes affiliated with elite sports. Perceptions of elite sports differ among individuals based on socio-demographic profiles and having his/her own social relationships with other stakeholders of elite sports (Waitt, 2003). Thus, SET explains the individual's motivations for entering into an exchange relationship or the individual's lack of interest in that relationship and therefore of a favourable public opinion.

Costs are primarily defined as alternative activities or opportunities foregone by the actors involved. Benefits can occur either as personal benefits (e.g. the experience of positive emotions through elite sporting success) or as social benefits (e.g. gaining national reputation through elite sporting success). Based on the model by Funahashi, De Bosscher and Mano (2015), it is assumed that trust in elite sport organisations and the function of athletes as role models have a direct impact on public opinion as well as on perceived benefits and risks.

Methodology, research design and data analysis

Data were collected via computer-assisted telephone interviews (n = 2,009). The sample was randomly selected from the German population. Data were analysed using structural equation modelling. A two-step procedure was chosen: first a measurement model was estimated to check for model fit. In a second step, the structural model was estimated to identify causal relations.

Results, discussion and implications/conclusions

Mean age in the sample was 51 years. 49.8% of respondents were female while 14.7% had a migration background. A large share of respondents (43.0%) held a university entrance degree.

Model fit was established ($\chi^2(172) = 692.283$; $p \leq .001$; GFI = .997; CFI = .856, RMSEA = .049 (90% CI: .045-.053; pclose = .626), SRMR = .072). Trust ($\beta = .261$, $p \leq .001$) and the perception of athletes as role models ($\beta = .496$, $p \leq .001$) had significant direct positive effect on perceived benefits, while perceived benefits had a significant positive effect on public opinion ($\beta = .669$, $p \leq .001$). While there is no significant direct effect of both, athletes as role models and trust on public opinion, there is a significant indirect effect using the bootstrap method with 500 re-samples. The indirect effects were significant at standardized bootstrap estimate (bias-corrected), for athletes as role models SBE(BC) = .326; $p \leq .01$ and trust SBE(BC) = .177; $p \leq .01$. 83.3% of the variance in public opinion is explained by the model.

The results are congruent with other studies confirming the impact of trust and the perception of athletes as role models on perceived benefits and their mediation via benefits on public opinion. However, it is surprising that the perception of costs has no impact significant on public opinion. This finding suggests that the items might not adequately reflect the costs of elite sports.

Results have confirmed that practitioners should ensure and communicate a positive and trustworthy world and image of elite sports to increase the perceived benefits for the population and subesequently their favourable public opinion. This is especially important as benefits seem to be the major determinant of public opinion. In addition, managers should make use of successful athletes in their communication strategies as athletes who are perceived as role models further increase the perceived benefits.

Future research is needed to further investigate the relationship between trust, perception of role models and public opinion. Including the concept of involvement as mediator might be of further interest to explore the role of fan engagement in public opinion.

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The Swedish Sport Movement's Cultural Conditions Limits The Developmental Opportunities For The Athletes

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Aim of the research/project

The aim of the study is to increase the knowledge about coaches' experienced competence and development of competence on different levels, and how that can be understood out of a new institutional perspective.

Theoretical background or literature review

Within sport, the coach is central. The coach is the one that decides the content and form of training within sport (Stoszkowski & Collins, 2014). The athletes are therefore dependent that the coaches have competence and skills that guarantees that the chosen content and form creates good conditions for the athletes to develop and reach their goals (ICCE, 2013).

An organization and its' practice is built on regulative, normative and cultural conditions that, if an organization functions well, harmonize with each other (Scott, 2008). Scott's (2008) theoretical perspective is applied to understand the coaches' preconditions to choose content and form of the practice.

Methodology, research design, and data analysis

The data was collected through an electronic survey that was distributed by the Swedish Sport Federation by an email being sent out to approx. 11,000 clubs, where the recipients of the email was urged to forward the survey to all coaches in their clubs. The survey was answered by 3,030 coaches.

The survey asked the coaches about their background, roles and tasks, knowledge and skills. The parts dealing with the roles and tasks is mainly built on Gilbert and Trudel (2004) and the part dealing with knowledge and skills are essentially based on Coté and Gilberts' (2009) categorization of the trainer's knowledge and skills.

The collected data was exported to IBM Statistical Packages for the Social Sciences (SPSS v. 22) where descriptive analyses was carried out, mainly in the form of frequency- and cross- tables. In the analysing process, the coaches was divided into groups based on which age and sporting level they were coaching on.

Results, discussion, and implications/conclusions

The coaches' perceived competence varies depending on what level they are coaching on. For example, coaches for younger athletes, and on lower sporting levels, are experiencing lower perceived competence than coaches for older athletes and on higher sporting levels.

The explanation for this variation can be found in the organizational conditions for coaches and their development of competence. Within sport, there are no regulative conditions that regulate the practice. On the normative level, there are certain steering documents but they only affect vaguely. The conditions that mainly affect the outcome, are the cultural conditions concerning the organization of the coaches and their development of competence.

The cultural conditions testifies that a Swedish coach journey within sport, starts by he/she is asked by a leader in the club to be a coach. Usually they coach the group where their own children are active and follow that group up through the age and sporting levels. With time and experience the coaches knowledge and skills increase.

The consequences of the prevailing cultural conditions is that experience, knowledge and skills that the coaches achieve from coaching a certain age group, on a specific sporting level, gets lost when they follows their child through age and sporting levels. On these higher/"new" levels, the coaches will likely need other or "new" knowledge and skills, why they become beginners again. The knowledge and skills that is built through experience on specific age and sporting levels thus gets lost.

The educational system in sport starts by an introductory course for coaching children. The next step is a course for coaching youngsters and after that juniors. The system is built so that a coach goes from coaching younger to older athletes, instead of extending knowledge/skills within a specific age group. That the coaches by time tends to move upwards in the system, means by extension that the coaches continuously gets competence and skills that relatively soon gets irrelevant. The pay off that they can get on investing in

coach education on lower age/sporting levels tends as a consequence to be low. Therefore, the incentive to those investments are also low.

The implications are that athletes, especially young ones, have coaches with less experienced competence and skills, and don't get the preconditions to develop and reach their goals as they could have (ICCE, 2013). If sport wants to change that, it needs to change the organizational conditions. One way of achieving this is by formulating clear regulative conditions that stipulates what competence a coach should have as well as normative conditions regarding how a practice ought to work with development of coaches competence.

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Reflections On The Development Of A Stress Test For Sports Organizations

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Aim of research

In a financial terminology stress testing is designed to determine the ability of a certain financial instrument or a certain financial institution to deal with an exogenous economic crisis (see Kirchbaum & Weiß, 2010).

Sports organisations need a kind of stress testing to simulate how sports organisations react on corruption, doping and violations of integrity of competitions as endogenous crisis. Especially, they should analyse how corruption, doping and violated integrity of competition can be avoided.

Compared to companies in the financial sector, for example, sports organizations are still at the very beginning of developing a professional risk management system within their associations. Even if the IOC and the FIFA have departments to punish fraud, corruption and unethical behaviour (Ethics Committee; Audit and Compliance Commission), one can barely see them truly fulfil their tasks. Moreover a short-sighted greenwashing strategy is all-pervading, because recurring scandals evidence vividly, that a professional compliance approach is still missing. To put it in nutshell, many upper echelons in international sports bodies resist a fundamental transformation process towards sustainable governance and compliance regimes incorporating moral values.

Our research avenue aims at designing measures for sports organisations in order to decrease corruption, to counteract the loss of trust in the leadership of sports organisations and to preserve the integrity of sports. The first step is the design of a holistic system to identify indicators that uncover corruption at an early stage to prevent potential stress constellations. It is embedded to the approach of New Institutional Economics, which links the moral sentiments, the underlying social patterns and necessity of trusted partners in the corrupt exchange (see. Lambsdorff, Taube & Schramm, 2004)

Theoretical background

Sports organisations currently are in crises of structure and identity. Mass media often report about corruption and doping, match fixing and neglected values of sportsmanship appear as normality. Scandals in the past point to a special morality, since legal, regulatory and moral weaknesses have been anchored in behavioural stereotypes in organizations. One example of this is the classification of FIFA by the US judiciary as an RICO organization.

The banking crisis in the financial sector or the current emissions scandals in the automotive industry show that non-compliance not only causes financial damage, but also destroys trust in brands and organisations, irreversibly. According to these examples and the strong emotional and ethical charge of sport, there should be a high interest in "Honest Sportsmanship" and in a leadership principles complying with ethical rules.

Sports organisations represent so-called "social enterprises" (Rasche & Tiberius, 2016) which are threatened to destroy their fundament by illegitimate and illegal behaviour. A loss of trust can lead to a drop in demand for sports, especially for Olympic sports (see Emrich, Pierdzioch & Pitsch, 2014). This has an impact on the media and sponsors and thus on the entire value chain in sport. In addition, lack of trust in the sports organisations can be seen in the reduced willingness of voluntary work.

Investments in good governance or corporate social responsibility are therefore not philanthropic behaviours only, but rather demonstrate a positive and proactive attitude of sports organisations within society (see Breitbarth, Walzel, Anagnostopolulos & van Eekeren, 2015) and ensure a high demand for sports services. Risk management systems for sports organisations, which react sensitively to risk indicators in the sense of an early warning system, are important to dampen the loss of trust in sports organised of sport organisations.

Methodology, research design and data analysis

In the first step of the development of a stress testing for sports organizations, indicators are identified on the basis of a systematic literature search of economic, sociologic and sport scientific studies. These indicators are taken to identify specific forms of corruption at an early stage. To understand the causes of corruption we chose the perspective of the New Institutional Economics, because of the potential to picture the inside of the corrupt relationship, considering the institutional environment and social structure of corrupt transactions (see. Lambsdorff et al., 2004).

In a next step, the indicators must be checked with regard to their transferability to sports organisations.

Results, discussion and implications/conclusions

Corrupt transactions do not take place in an anonymous marketplace, so they are vulnerable to opportunism. Central are transaction cost, associated with searching for partners, determining the contract conditions and enforcing and monitoring the agreement. Partners of a corrupt agreement are "locked-in" to each other because of the threat of denunciation. Further development steps of a stress testing are to be discussed against this background.

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Reviewing Conceptualisations Of Olympic Education: A Meta-Narrative Analysis

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The aim of this research is to identify and evaluate the nature of the conceptualisation of Olympic education and the philosophies underpinning the design and implementation of Olympic education programmes in the literature. The analysis of literature on Olympic education and Olympic education initiatives is undertaken through a meta-narrative review employing techniques recently developed by Greenhalgh, Robert, Bate, Macfarlane, & Kyriakidou (2005). Research questions are firstly to define what bodies of knowledge and specific research traditions are relevant to the understanding of Olympic education and secondly, to identify what the key concepts, theories and methodological approaches are and to what extent the assumptions, approaches, findings and conclusions of the traditions are theoretically adequate, consistent and commensurable.

When Pierre de Coubertin introduced the modern Olympic Games, one of the ideals for the revival of the Games was the centrality of education (Müller, 2000). Despite Coubertin's educational philosophy and the IOC's recent commitment to Olympic education, there has been a lack of specificity in the definition of the concept of Olympic education as well as of the values being (or intending to be) delivered through Olympic education initiatives. Explanation of Olympic education as a concept and set of practices is relatively imprecise in the literature. Nevertheless, as a policy aim for the Olympic Movement, the development of Olympic education programmes remains a key goal for the IOC and thus for host cities and nations staging the Games. To address this gap or 'fuzzy' area in the definition of Olympic policy, there is a need to map out the field of clarifying the different interpretations and emphases of the philosophy and its operationalization in policy and curriculum terms. In relation to policy for implementing and evaluating Olympic education programmes, it is also significant to understand what Olympic education programmes consist of, what their pedagogical goals are intended to be, whom they are intended to target, how they should be evaluated and how successful they have been in meeting their goals.

There are perhaps two seminal texts in the English language literature addressing 'educational philosophy' as one of the ideals for the revival of the modern Olympics (Müller, 2000) and introducing the historical, pedagogical, didactical and empirical context of the development of Olympic education (Naul, 2008). However, there is little evidence of literature reviews that substantially address the issues in relation to Olympic education and Olympic values.

The analysis of literature on Olympic education is undertaken initially a systematic review and subsequently through a meta-narrative analysis of sources and themes identified in the systematic review which seeks to define and evaluate the various paradigms across disciplines and research traditions underlying the discussion of Olympic education and values. The meta-narrative method represents an extension of the systematic review methodology promoting a specific approach to the analysis of the findings of a systematic review. The development of the meta-narrative review seeks to illuminate different paradigmatic approaches to a complex topic area by considering how the 'same' topic has been differently conceptualised, theorised and empirically studied by different groups of researchers.

'Meta-narrative' is the shared set of concepts, theories and preferred methods taken by a group of researchers who form a research tradition and 'meta-narratives' are 'storylines' that unpack how research unfolds and changes over time within a research tradition (Greenhalgh, Robert, Macfarlane, Bate, Kyriakidou, & Peacock, 2005). Informed by Kuhn's notion of scientific paradigms (1962), a paradigm is 'a world view' built into a particular research approach and a research tradition is a group of approaches coherent within systems of shared understanding of the ways of doing social science. Thus, different research traditions have different ways of looking at the world (paradigms) and different ways of looking at the world implying different stories (meta-narratives) of how the phenomenon we are looking at should be understood. Greenhalgh, Robert, Macfarlane et al. (2005) outline the process with six phases: a) planning; b) searching; c) mapping; d) appraisal e) synthesis; and f) recommendations. We have applied the steps to this research and identified 8 meta-narratives organised by (a) relevant academic discipline(s) the meta-narrative draws from, (b) scope, c) conceptualisation of Olympic education (related to Olympic values and Olympism); and d) key author(s).

This study will provide a critical understanding of the way that Olympic education is being conceptualised in particular relation to Olympic values and Olympic movement. It is also intended that the conceptual frame-

work developed from this element of the study will be used to directly inform empirical evaluation of Olympic education initiatives such that different types of goals and the means of evaluating them are specified.

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Sport As A State's Soft Power Strategy: The Case Of South Korea

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Many states have used sport to promote their national interests and image as a primary tool of diplomacy and international sporting success is increasingly acknowledged to be a highly visible and potentially positive signal to other countries (Houlihan, 1994). In more recent years, there have been signs of a growing interest in the role of sport among international relations scholars and with a particular interest in the concept of soft power which is seen as offering a lens through which to explore sport as a global phenomenon (see for example, Grix & Houlihan, 2014 and Merkel, 2008). The concept of soft power in the field of sports studies is considered to be an important element in enhancing influence over international outcomes in the international system such as a significant impact of soft power for winning an Olympic bid (Lee & Chappelet, 2012) as it has become more difficult to achieve diplomatic objectives through the use of hard power (Nye, 2004). As a consequence of the growing awareness of the limitations of an over-reliance on the deployment of hard power, governments have shown an increasing willingness to add soft power strategies to their portfolio of diplomatic resources with sport emerging as a major element. In recent years sport as a tool of soft power has been utilised by governments in the pursuit of both domestic and international policy objectives such as nation-building at the domestic level and enhancing a national image or overcoming diplomatic isolation at the international level.

However, there is the continuing relative lack of systematic empirical analysis of sport as a soft power resource within the study of international relations and still little consensus as to its effectiveness in achieving policy objectives. In this regard, the research uses the concept of soft power within the context of current international relations theory to analyse the utilisation of sport as a tool of soft power in relation to the policy objectives of South Korea, a country which exists within a complex and, at times, tense regional geopolitical context.

As the data collection strategy, this research conducts a thorough analysis of documents from the 1980s which was the period that sport has been widely adopted as a political resource in connection with the foreign policy and diplomatic objectives of South Korea. For the research, official government documents which are only published directly by state authorities and collected from National Archives of Korea — for example, national governing bodies and sporting committees, and so on — are analysed. Furthermore, this research includes semi-structured interviews with eight key officials from the Ministry of Foreign Affairs, Ministry of Culture, Sports and Tourism, Korean Sport and Olympic Committee, and other private sectors organisations which are involved in sports diplomacy.

The research provides an empirical investigation of South Korea's strategic use of sport over the period 1980 to the present to understand how and why sport as a soft power strategy was attractive to both authoritarian and democratic governments of South Korea. Among the key findings are: a) the increasingly strong relationship between the use of sport soft power and South Korea's key diplomatic objectives; b) the series of five-year plans from 1993 provide evidence of a broadening of the strategic international relation's objectives for sport and increasing investment in sport diplomacy; and c) the increasing sophistication and subtlety in the deployment of sports soft power by the South Korean government.

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Examining The Dimensions Of Athlete Representation In Sport Governance

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Aim of the research/project

The nature of athlete representation is broad and goes beyond conventional accounts of delegate models and voting rights. The purpose of this study therefore is to understand the dimensions of athlete representation in the context of intercollegiate sport governance. Three research questions guided the study: 1) what are the representative processes in intercollegiate sport governance?; 2) what dimensions are involved in serving as an athlete representative in intercollegiate sport?; and 3) what impact did these kinds of practices have on decision and policy making.

Theoretical background and literature review

The increased democratization of sport through the institution of various forms of athlete representation across international, national, and local sports' governing bodies has been documented (e.g., Thibault, Kihl, & Babiak, 2010).This research has examined the existence and forms of democratic representation including the implementation of athlete commissions/committees, the election and/or appointment of athletes to these commissions/committees, and athletes' voting rights. Representation is generally understood as "acting in the interest of the represented, in a manner responsive to them" (Pitkin, 1967, p. 209). However, critics argue that democratic representation goes beyond this traditional understanding, which identifies formal authority to represent (e.g., principal-agent relationships) and its characteristics (e.g., degree of accountability and voting rights; Saward, 2006); democratic representation also involves substantive understandings of the processes of representation, specifically how one represents their constituencies, the nature of the relationships, and the dimensions/aspects involved in serving as a representative in democratic institutions (Castiglione & Warren, 2005). Recently, in the context of National Collegiate Athletic Association (NCAA) governance in the United States, athlete representation has experienced a dramatic shift in its formalistic structures to afford athletes voting rights on national level governing council committees and their respective standing committees. The role and expectations of an athlete representative differs depending on the committee and the level of governance (national, conference, and local) and requires different aptitudes and capacities to give voice in decisions and policies. Therefore, the NCAA's governance system and the nature of athlete representation within the national, conference, and institutional levels provides a rich research context to gain greater understanding of athlete representation and the various elements involved in NCAA policy and decision making. Therefore, this presentation aims to build on the existing literature regarding democratic athlete representation in international sport contexts (Kihl, Kikulis & Thibault, 2007; Thibault, et al., 2010).

Methodology, research design, and data analysis

Data collection is on-going. This research features a qualitative design and multiple forms of data are being collected to examine the dimensions of athlete representation in NCAA governance. Thus far, primary data was collected through qualitative semi-structured interviews with athletes (n = 7), institutional personnel (e.g., administrators and faculty; n = 3), and conference level administrators (n = 4). Approximately fifty archival documents were collected including information from websites, meeting minutes and newsletters. Interviews were transcribed verbatim and all documents were prepared and organized using Atlas.ti, a qualitative data analysis program. Initial codes were first inductively generated from the data. Data were then analyzed using open coding to generate broad categories and themes associated with participations' perceptions of athlete representation in NCAA governance. Properties and dimensions were identified during open coding to further define concepts. Axial coding was then used to pinpoint relationships between categories and to connect concepts to existing literature and theoretical constructs.

Results, discussion, and implications/conclusions

Based on the initial data analysis, the representative processes within NCAA governance included identification and selection of appropriate representatives, providing feedback to administrators to assist with legislative decisions, and soliciting and transferring information between national, conference, and institutional level athlete committees. Dimensions of athlete representation included understanding governance and legislative processes, the role and responsibilities in serving as a representative beyond one's immediate constituencies, and how to put forth legislative agendas. The changing nature of athlete representation in NCAA governance has resulted in athletes' voices being in the forefront where administrators utilize ath-

letes' voices to inform decision and policy making. Given the findings, we argue that representation in sport governance has a "systematic character" that involves multiple processes and dimensions. To promote quality athlete representation, administrators have a responsibility to help educate athletes understanding governance and legislation processes and performing representative tasks, and effectively communicating information among the multiple levels of constituencies. The presentation will conclude with recommendations for future research.

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Sport Development Policy Changes And Reforms In Korea Football Association

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Aim of the research

The late 1990 years were a very critical moment in Korea politics. After the end of the Cold War, more democratized parties and reformative politicians have won various national elections including all the presidential elections in 1997 and 2001. Many people believed that there would have been on-going reformative efforts to build a more developed society in Korea. Thus, the two civilian regimes existing from 1998 to 2007 were very different from those of the previous authoritarian regimes. In a similar vein, the Korea Football Association (KFA) had been changed rapidly since the takeover by political and economic power elite Mong-Jun Jeong in 1993. As a member of the National Congress and the chief executive of Hyundai Heavy Industries Co. Ltd., he was not affiliated with any political party. So, he could run the KFA with little intervention from other external forces, such as political parties or the KFA's sponsor companies. His takeover affected the management system of the KFA, since he hired his corporate management staffs into the KFA. After these change, Jeong and KFA won the bid in 1996 about co-hosting the 2002 FIFA World Cup and the Korean national soccer team advanced to the semi-finals in the World Cup 2002. This case is the one of representative examples that changing political characteristics of KFA affects their outcomes.

Therefore, the purpose of this study is to investigate policy changes and reforms in KFA over 30 years through sport development model (Houlihan & White, 2002; Kim, 2009) and policy legitimations (Chalip, Johnson, & Stachura, 1996).

Literature review and theoretical background

Sport development has long been concerned by sport policy researchers (Houlihan & White, 2002; Hylton, Bramham, Jackson, & Nesti, 2001). In spite of various research topics on sport development such as theory development (Green, 2005; Kim, 2009) and application to a real world (Chalip, Johnson, & Stachura, 1996; Houlihan & White, 2002), it appears to have two similar ideas. One is that a sport development system is concerned about increasing the number of sport participants in a hierarchy of sport system. The traditional pyramid model of sport development system has been applied to explain a sport development system (e.g., Green, 2005; Houlihan & White, 2002). Another is about the analysis of relationships between sport participants and context. Such relationships can be examined as to how sport participants' psychological factors (e.g., motives, commitment) are interacted with different types of environmental factors (e.g., family, coach, local, national level, facility, program, organization). Chalip and his colleagues (1996) found that many nation's sport policies have been justified by the five type of legitimations: national pride, health, social well-being, community development, and economic benefits. They argued that a nation's sport policies and sport development system can be analyzed as such five types of legitimations.

Given that there have been many debates on whether or not the KFA under the past two civilian regimes from 1998 to 2007 employed better policies in sport than those of the previous governments. Some people have argued that more authoritarian political regimes support sport better. Others insist that sport can be developed and advanced in a right direction in a more democratized civil society. While such a controversy has attracted enormous interest from students of sport policy, there is little research addressing the actual comparisons of the different types of political regimes in terms of sport policy.

Methodologies

This study attempted to compare the KFA policies between two different types of regimes in Korea. To compare the policies, we applied the sport development model and sport policy legitimation. In terms of sport development, we examined the four different stages of sport development system: Foundation (grass-roots system, regulations, soccer infrastructure, coaches and umpires), participation (support for regional clubs, regulations), performance (support for college or other amateur business teams), excellence (elite training, foreign national team head coach, play in other countries. With regard to sport policy legitimation the five different legitimation frames were applied. Most data were collected from the following sources: Korean Physical Activity White Paper (2002), the Korean Integrated News Database System (www.kinds.or.kr), websites of sport and government organizations, and the Korean Assembly Electronic Library.

Result, discussion and implication

The most critical finding of the study is that the KFA system had been changed from elite level of sport development model. Although there are little difference between the two regimes, the policies of the KFA

under democratic regimes includes more legitimations to sustain their soccer development system. Other findings and recommendations would be discussed through further analysis.

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Baseball Diplomacy: Raising The Curtain On Negotiations Between Cuba And The United States Over Cuban Baseball Players

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Objectives

The topic of this sport, governance and policy project is the present and future relationship between Cuba, Major League Baseball (MLB) and the United States (U.S.) as it relates to Cuban nationals playing professional baseball in the U.S. This presentation will: 1) review the history of relations between Cuba and the U.S.; 2) provide an overview of the current negotiations between MLB and the Cuban government concerning the integration of Cuban ballplayers into MLB; 3) outline the options available to the parties; 4) predict the outcome of the discussions; and 5) evaluate the potential implications on the sport of baseball in both countries.

Purpose and background

Prior to 1959, Cuban ballplayers were allowed to travel freely between Cuba and U.S. to play professional baseball, subject to the racial segregation laws in the States. After dissidents led by Fidel Castro overthrew the government of Fulgencio Batista in 1959, the U.S. severed diplomatic ties with Cuba. In 1962, President John F. Kennedy issued a proclamation which effectively placed an embargo on all trade with the island nation (Proclamation No. 3447). Further restrictions were placed on economic relations between Cuba and the U.S. through proclamations and laws which culminated in the enactment of the Helms-Burton Act in 1996 (Helms-Burton Act, 1996). The Department of the U.S. Treasury, through its Office of Foreign Assets Control (OFAC), is responsible for implementing the embargo restrictions and licensing exceptions. Since the 1960's, a number of exceptions to trade with Cuba have also been authorized by presidential decree.

On December 17, 2014, President Obama announced major changes in U.S. policy towards Cuba, including expanded political and economic relations between the two countries (President Obama's Policy Directive on Cuba, 2014). However, the baseball relationship remained unchanged: Cuban nationals remain ineligible to participate in MLB. Cuban players have two paths to MLB: Defect and become U.S. citizens, which would make them eligible for MLB's annual draft; or become a citizen of a third country, in which case they will be classified as free agents, eligible to sign a professional contract with any of the 30 MLB organizations (Goorabain, 2016).

The second option provides a player with the potential for greater economic benefit, but both options are fraught with human sacrifice and physical risk. Defection is usually accomplished with the assistance of smugglers who essentially engage in human trafficking. Oftentimes players and their families are threatened with bodily harm or even death if they do not agree to sign over a substantial portion of their future earnings to their smugglers (Kaminsky, 2015). In order to prevent this scenario, and the attendant negative publicity, MLB is currently in talks with the Cuban government to reach an accommodation that will allow Cuban baseball players to freely leave their country to play baseball in the U.S. without forfeiting their Cuban citizenship.

Design and implementation

This project will outline the various options currently being discussed between the Cuban government (represented by the National Institute of Sports, Physical Education and Recreation — or INDER, and the Ministry of Foreign Affairs — or MINREX) and MLB. Those options include: 1) implementation of a draft, similar to the process that applies to U.S. and Canadian players; 2) a posting system resembling the one that MLB currently has with Nippon Professional Baseball — the Japanese Leagues; 3) an academy system that mirrors what MLB does in the Dominican Republic; 4) some combination of the foregoing; and 5) maintaining the status quo (Kaminsky, 2015).

Results, evaluation and future

The negotiations between Cuba and MLB are fluid. The authors will monitor the discussions and include an update in their presentation. Also, at the time of submission of this abstract it is unknown what direction the Trump Administration will take regarding U.S. policy towards Cuba. President Trump may elect to continue and even expand Obama's policies, reverse them, or chart a new course. Regardless of which avenue the Trump Administration takes, the talks between MLB and the Cuban government will be impacted. Even if MLB and Cuba reach an agreement, unless and until the embargo is overturned by the U.S. Congress, MLB will be required to seek OFAC approval prior to implementing the terms of the agreement. In addition,

under the terms of the Collective Bargaining Agreement between MLB and the Major League Baseball Players' Association, the union is a necessary party to the finalization of any agreement negotiated between MLB and the Cuban government.

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Partnerships Between Local Governments And Japan Professional Football League Clubs: Analysis Of Local Sport Promotion Plans

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Background and aim of research

Partnerships across different sectors has become important in sport policy. In particular, the concern over the partnerships between local governments and local professional sport teams has risen and building the relationships is a challenging subject for both municipalities and local professional sport teams. In Japan, however, there has been little research of what partnerships are established between municipalities and local professional sport teams. Considering the deficit of the understanding on the partnerships in Japan, this study sought to explore the partnerships, in particular the relationships between local governments and Japan Professional Football League (J.League) clubs that can be seen as a precedent example of the partnerships between local governments and professional sport teams in Japan. The aim of this research is to explore the relationship between municipalities and J.League clubs, focusing on the purposes of the partnerships and the motives from municipal standpoint.

Theoretical background and literature review

While some authors reported the purposes of the municipal subsidy or investment in sport facilities for local professional sport teams (Galily, Yuval & Bar-Eli, 2012; Siegfried & Zimbalist, 2000; Stevens & Wootton, 1997), these are only partial explanations of the relationships between municipalities and the local teams. In addition, few studies have focused on what a causal relationship is designed between partnership activities and desired outcomes. To address these issues, this study began by analysing the Local Sport Promotion Plans issued by local governments that can be considered as one of the basic official documents expressing the municipalities' sport policy (the number of plans analysed is 61). This study uses programme theory evaluation to explore the purposes and motives of the partnerships. The programme theory evaluation is useful to explicate a causal relationship between ends and means of a programme and ascertain whether the causal linkages are designed explicitly. In this research, applying the method of program theory evaluation and logic model (Rossi, Lipsey & Freeman, 2004), this study sought to clarify causal linkages of the partnerships between municipalities and J.League clubs from inputs, activities, initial outcomes, intermediate outcomes to longer-term outcomes.

Results and discussion

The purposes of the partnerships aimed to be accomplished are classified into two broad groups according to its orientation. The first group is characterized as 'for' sport issues, which are relevant to the development and promotion of sport itself. This group includes: enhancement of the top-level (including professional) sport; promotion of sport activities in line with the life stages; and encouragement of watching sport. The second group can be termed as 'through' sport (not-for-sport) issues, which are characterized as the one aiming at fulfil non-sport purposes through sport-related programmes/projects. This group includes: regional revitalization through sport; and promotion of exchanges through sport at the civic and city level. While some municipalities seek to fulfil either one group, others recognise the partnerships to be useful for accomplish both types of outcomes. This means that municipalities expect the partnership with the clubs to make contributions to multi-field policies. However, the causal linkages between partnership activities and outcomes differ according to cases. In fact, some municipalities target for participation in sport through the project to utilize sport coaches of clubs, others aim at promotion of interaction. This suggests that the value of the partnerships with the clubs differ among the municipalities.

The main motive of the municipalities in establishing the partnerships is to acquire resources like human, sport games and sport expertise that municipalities cannot offer. The resources one partner does not have are complemented by others and the scarcity of resources is the inducement to enter into the relationships. In addition, some municipalities are supportive to provide sport facilities with clubs. By investing in the sport facilities, those municipalities endeavour to attract the clubs and create the sustained relationship so that they can reap benefits from the partnership with the clubs.

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Threatened Legitimacy: Stakeholders Criticism Towards The Finnish Olympic Committee

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Background

The structure of the Finnish sport system has undergone many changes during the last 20 years. First, in 1990's the class-based sport movement model was replaced with the domain model, where one national service organization together with three domains (elite sport, youth sport and sport for all) constructed the nuclear of sport system. The role of the state strengthened and the sport policy system moved towards the bureaucratic configuration (Henry, 2009). Second, between the years 2010–2016, additionally two reforms took place and as a result Finnish Olympic Committee (FOC) started as a new umbrella organization of Finnish sport covering all the operations from physically activity to elite sport in 1st of January 2017.

This new situation, where former Olympic sport organization (FOC), represents the whole spectre of civic activities in the field of physical activity and sport, has raised criticism towards the organization. The purpose of this paper is to use the stakeholder theory to analyse the relationship between FOC and its stakeholders. Especially, the arguments of those stakeholder's criticising FOC are analysed and discussed.

Stakeholder theory

Early stakeholder theorist studied the ability of stakeholders to influence the firm in terms of the source of their power. Freeman (1983) defined a stakeholder as an individual or group who benefit from or are harmed by, and whose rights are violated or respected by, organization actions. The fundamental idea of the theory was, that organizations should be managed in the interest of all their constituents. Later, Mitchell, Agle & Wood (1997) identified three elements; urgency, power and legitimacy, as factors that determine how much attention management will give to various stakeholders. They further classified eight different types of stakeholders. That classification is applied to case of FOC and its stakeholders.

Donaldson and Preston (1995) recognized three aspects of stakeholder theory; 1) descriptive justifications (how organizations behave), 2) instrumental justifications (how behaviour effects performance) and 3) normative justifications (how organizations should behave). In the current situation, when FOC tries to get a broad legitimacy as a national umbrella organization for sport and physical activity, those normative justifications of the stakeholders form the primary interest of this paper. Who are the most important stakeholder's of FOC? and what kind of normative issues are they raising up about the values, goals and operations that FOC promotes?

Method

The study incorporated a qualitative methodology that utilised document analysis (FOC documents, newspaper articles of FOC and reform process year 2010–16) and five semi-structured interviews. First all the relevant stakeholders of FOC were identified though documents and interviews. Then content analysis of the selected articles and interviews were conducted.

Results and discussion

The findings of this study identified different stakeholder groups and their arguments in favour and against FOC position and strategy. Most of the members of FOC and especially traditional Olympic sport NGB's are in favour of the current model. There exist two stakeholder groups, that criticizes FOC. First, the group of "big eight". It is formed by the team sport NGB's (e.g. football, ice-hockey and basketball) and they claim that FOC is too conservative in its strategy and operations. This group is labelled as dependent stakeholders. They are packed by the growing popularity and success of team sports in Finland. However, they don't seem to have the necessary power to carry out their will. Two other critical stakeholder includes the Worker's Sport movement and regional sport associations. Those stakeholder's values are based on the local activities and sport for all. They see FOC as a model of top down elite sport organization, which jeopardizes the traditional bottom up approach to sport.

Around 85% of the annual incomes of the FOC is state subsidies. The role of the state as the dominant stakeholder of the FOC is clear. However, there is no legislation that officially recognizes the role of the FOC. Therefore, it seems that the Finnish sport policy is stuck between the bureaucratic and missionary configuration and the legitimacy of the FOC could be constantly threatened.

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The Sport-Based Holistic Development Model: The General Public's Conversion Of Having A Meaningful Story Through Sport

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Aim of the research

The objectives of the study are 1) to propose an integrated conceptualization of sportbased holistic development model (SBHDM) and 2) to empirically examine its usefulness by applying it into the context of the 'Vision 2030: Live Better through Sport' in Singapore.

Theoretical background

Dynamic relationships in SBHDM from value network approach

In the value network concept (Peppard & Rylander, 2006), the relationships with other collaborators can influence the qualities of values and outcomes created in the network. It also describes that action of a member can directly and/or indirectly influence the other members in a positive or negative way by affecting their competitiveness in the business environment. It can support SBHDM as an open system to include stakeholders when they can influence or be influenced by each other directly or indirectly in a sport-based development initiative.

Multi-dimensional outcomes for network participants in SBHDM

Many studies have examined the intangible values of sports in order to justify government spending on sports events, facilities or teams. For example, Rosentraub (2008) examined city image, a sense of identity, and civic pride from sports facilities. Johnson, Whitehead, Mason and Walker (2012) estimated the downtown public good value related to housing, entertainment and culture from a sports arena. Also, the broad values for the general public, Lawson (2005) identified five core areas where sports and physical activities can contribute to sustainable and integrated social economic development as: social capital, collective identities, health and health-enhancing environment, well-being, and human capital development.

Integrated conceptualization of SBHDM

We developed 9 hypotheses for grassroots, elite and mega sport dynamics by integrating literature review. For example, the frequency of the public's participation in grassroots sport activities positively influence social capital (H1), willingness-to-pay (WTP) for the intangible values from elite sport development (H4), and WTP for the intangible values from mega sport development (H7).

Methodology, research design, and data analysis

We apply the conceptual SBHDM into the sport-based development context of Vision 2030: Live Better through Sport in Singapore and empirically examine all the developmental processes, relationships and outcomes over time through sport. Longitudinal data were collected using four surveys of nationally representative and independent samples of the Singapore population every four months in 2014–2015. The survey consisted of psychometric instruments and econometric measurements of WTPs.

Initial conditions and improved outcomes of the 'Vision 2030' over time

The four longitudinal national surveys showed that social capital improved from 6.92 (in February 2014) to 7.10 (in June 2014), 7.10 (in October 2014), 7.17 (February 2015); health literacy 7.41 to 7.55, 7.64, 7.68 for the same time intervals; accessibility, availability & affordability of grassroots sport 6.14 to 6.54, 6.66, 6.70 and motivation to continue participation in grassroots sports 5.17 to 5.80, 5.77, 5.61. In addition, the 1st survey (February 2014) reports that 30% of respondents stated that they have a meaningful story about how sport has helped, strengthened, refreshed or recovered their life and 70% of respondents do not. The 2nd, 3rd and 4th surveys report that this population with a meaningful story continuously increased from 30% in February to 34% in June 2014, 36% in October 2014 and 41% in February 2015. Interestingly, they have THE SPORT-BASED HOLISTIC DEVELOPMENT MODEL 3 much higher willingness to pay (WTP) for both elite sport and mega sport development than those without a meaningful story through sport across four time periods. Also, they have much higher values in social capital and health literacy in grassroots sports dynamics than those without it.

Structural validity testing of system dynamics model

Most importantly, the four separate structural equation models (e.g., 1st survey: n = 500, /df = 3.481, CFI = .910, IFI = .911, TLI = .899, RMSEA = .071; 2nd survey: n = 500, /df = 2.993, CFI = .921, IFI = .922, TLI

= .908, RMSEA = .064) consistently identified three influential factors on the general public's conversion probability of having a meaningful story through sports, including 1) frequency of participations in grassroots sports dynamics, 2) role modelling from elite sports dynamics, and 3) personal, sociological and historical significance from mega sports dynamics.

Results, discussion, and implications/conclusions

First, the findings imply that policy development and implementation should focus on the general public's actual participation in grassroots sport activities in their daily life because it becomes the most fundamental engine of sport-based holistic development for generating multi-dimensional social and economic values and reinforcing interrelationships among grassroots, elite and mega sport dynamics. Second, the findings offer important policy insights that focus on the general public's transformational change in their perceptions and experiences in the quality of sport as a high leverage policy point in a sport-based development system.

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Structural Approach To Finnish Sports Elite Network

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Background and aim of the study

Networks are nowadays more often the way to understand societal phenomenon. It means, that networks are able to reach different societal sectors and through that also boundaries between sectors are crossed. Focus in this article is on Finnish sports elite networks which constitutes by sport movements central organizations boards and states sport policy working groups. As systemic level boards and working groups are together and separately arenas to disclose social policy issues around sport and they are also places to make decisions that effects broadly to sport systems operations (Lehtonen, 2017).

Approach to elite networks in this study is institutional (see f.ex. Mills, 1973) and is based on interlocking directorates. An interlocking directorate occurs when an actor affiliated with one organization sits on the board of directors of another organization. Through that actor is able to get information which can see as power-equipment. An actor who has many interlock ties between organizations is more informed and better able to use information as power-equipment (see f.ex. Borgatti & Foster, 2003).

The research questions in study are *what kind of the sports elite networks are structurally and how the networks structurally differ from each other*?

Data and methods

The data consists of central organizations boards and states sport policy working groups (n =1 21) from the time period 1993–2014. The data have collected from the working group's memos and central organizations annual reports. During that period there have been five central organization and 16 different working group.

The data was analyse in Ucinet-network program (Borgatti, Everett & Freeman, 2002) as two mode affiliation network. In social network analysis, the term "affiliations" usually refers to membership or participation data, such as which actors have participated in which events. From the viewpoint of interlocking directorates, the interest methodologically concentrates to find out the central actors and the relations between actors, which together formulates network structures.

Results and discussion

The results show, that the power elite in these networks is narrow. In working groups network 14% of actors had almost 40% of the links. In central organizations network the power elite wasn't so narrow, but still 16% of actors possessed 28% of the all links. These differences were also observable in the networks structures. Central organizations boards' network reminds circle — also named "cavemen-network" — where distances to the opposite node are long and the links are only between the contiguous nodes. On the contrary, in the working groups' elite network the big-linkers are in the middle of the network having significantly more links than other actors. Structurally network is hierarchic and the distances between core and periphery are long.

As a summary, when combining these two networks, it seems that Finnish sports elite networks consist of cavemen and big-linkers either being long-periods in same position and role or changing them often. Both these remarks indicates that elite network as total is very cohesive and the turnover is slight. In systemic level this might lead to consistency and customary policies which in long term dilutes sport systems capability to react societal changes.

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Exploring The Management Of Collegiate Sport Clubs

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Aim of the research

Voluntary, non-profit sport clubs have been classified by different management functions, yet most clubs lack a clear management system (de Knop, van Hoecke, & DeBosscher, 2004). The literature distinguishes different types of international sport clubs by organizational characteristics (Balduck, Lucidarme, Marlier, & Willem, 2015), however the generalizability to collegiate sport clubs is limited due to its unique framework. For example, within collegiate sport clubs resources are often obtained from the institution, membership is limited to students enrolled, the executive board often experiences high turnover due to the transient nature of college, and club activities are scheduled around academic requirements. Collegiate clubs have the benefit of receiving support from recreation professional staff, which can be enhanced through greater understanding of the management practices of collegiate clubs. Therefore, the current study was designed to answer the following research questions: 1) How do clubs manage their human resources (e.g., selection, roles, training, and evaluation of board members)? 2) How do clubs manage their communication (e.g., communication content, channels, and stakeholders involved)? 3) How do clubs manage their finances (e.g., revenue, expenses)? 4) How do clubs manage their events (e.g., practice, competition, non-sport activities)?

Theoretical background and literature review

Thiel and Mayer (2009) present a three-level framework for characterizing the management of voluntary non-profit sport clubs. At level one, the central tasks of the organization are determined as well as the methods employed to achieve said tasks. Level two explores communication channels, focusing on the distribution of tasks, hierarchies, or processes. Finally, level three examines human resources, such as how positions are filled. This framework was adopted to guide the researchers' exploration of the management of collegiate sport clubs.

The majority of research examining the management of voluntary non-profit sport clubs focuses on European countries, Australia, and Canada where clubs act as an important sport provider for the community.Research has found strategic planning, marketing management, and infrastructure to be weaknesses among international sport clubs, with organizational culture and atmosphere considered strengths (de Knop et al., 2004). There is a need to extend research examining sports club management to the collegiate population in order to guide the managerial practices of student leaders and professional staff.

Methodology, research design, and data analysis

Straussian grounded theory was employed to allow for the development of a sociological construction of collegiate sport clubs (Creswell, 2013). Trustworthiness of the data was established through strategies addressing credibility, transferability, dependability, and confirmability (Guba, 1981). Semi-structure interview guides were developed for student sport club leaders and professional staff overseeing the sport club program. The interview guides were reviewed by a panel of experts and subsequently revised.

The researchers recruited active sport clubs and associated professional staff from a large university in the United States. Of the 32 active sport clubs, 13 clubs (41% response rate) and two professional staff (67% response rate) participated in the study. Thematic analysis of the data was conducted by two researchers independently to enhance reliability (Creswell, 2013). The researchers categorized the data inductively then developed codes and themes deductively within each data category, achieving an inter-rater reliability of 82%.

Results, discussion, and implications

Thematic analysis revealed broader themes related to human resource management, communication management, fiscal management, and event management. Clubs shared a consistent executive board structure of President, Vice President, Secretary, and Treasurer, with clubs and directors suggesting the inclusion of Social Media and Fundraising Chairs. Regarding the selection of board members, multiple clubs identified use of voting and volunteer processes for a one-year term. Both clubs and directors identified a lack of internal training and evaluation of board members, yet indicated external training initiatives facilitated by the university.

The results illuminated diverse communication channels utilized, including face-to-face meetings with stakeholders, social media, group messaging, and email. With respect to fiscal management, multiple revenue streams were identified with several specific to the collegiate context (e.g., university allocations). Comparatively, most club expenses were similar to expenses incurred by international clubs (e.g., travel; coaches).

The clubs discussed consistent types of activities across teams — practice, competition, and social engagements — yet differential frequency, timing, and distance. Most clubs practiced less than three times per week, late at night, and competed in regional contests four to six times a year. Obstacles to event management included university rules and processes, governing body regulations, and availability of resources. With greater understanding of implemented management functions, sport club leaders will be able to identify and address organizational problems to enhance sustainability. Limitations and future directions will be discussed.

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The Ladies Professional Golf Association Involvement With Communities Through Corporate Social Responsibility: Modes, Communication And Interaction

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Aim of the research/project

The purpose of this study is to examine how the Ladies Professional Golf Association (LPGA) engages with various populations through corporate social responsibility (CSR). The following research questions guided the study. R1: How does the LPGA use philanthropic initiatives to support girls golfing communities? R2: What role does social media play in communicating and interacting with girls golfing communities?

Theoretical background/literature review

CSR in sport has been described as an organization's responsibility "to be ethical and accountable to the needs of their society as well as stakeholders" (Bradish & Cronin, 2009, p. 692). Reasons organizations engage in CSR is to enhance brand identity (Walker & Kent, 2009), serve as role models for youth (Hovemann, Breitbath & Walzel, 2011), development through sport (Levermore, 2010) and to raise awareness regarding social issues (Sheth & Babiak, 2010) among others. A segment of the research on CSR to date has focused on professional teams of major sport leagues in the United States, as well as the leagues themselves, including the MLB, NBA, NHL, PGA and NFL (Sheth & Babiak, 2010; Walker & Kent, 2009). The LPGA has yet to be included in the growing body of research on sports and CSR. Although not regarded as one of the top organizations in U. S. sport in regards to power, money and status, the LPGA has a long history of giving back to communities and empowering girls through the game of golf. Their main charitable contribution is through the LPGA Foundation, the philanthropic arm of the organization, which is the focus of the study. The efforts by the LPGA Foundation are regularly in conjunction with golfers on the LPGA Tour and their individual foundations, as well as a partnership with the United States Golf Association (USGA) to provide Girls Golf programming throughout the country.

Methodology, research design, and data analysis

Content from the LPGA Foundation website, blog, internal documents, annual reports, and social media (Instagram and Twitter) composed the data corpus. In 2013, the hashtag #littlegirlsbigdreams was started by the LPGA Foundation to interact with the golfing community. All Twitter posts (2013–2016) with the hashtag were analyzed, as well as Instagram photos using the hashtag (n = 2,230). All photos from the @ girlsgolf Instagram account (n = 487) were analyzed as well. A content analysis of the LPGA Foundation's website, blog, select internal documents and annual reports were analyzed simultaneously. Data analysis from the website, Twitter posts, blog and annual reports began with open coding, followed by axial coding and ended with theme development. The Instagram portion of the data was analyzed using visual content analysis and followed the same theme development method out of the grounded theory tradition. All data were analyzed using Atlas.ti, which promoted the cross analyzation of the data incorporating researcher memos.

Results, discussion and implications

Initial analysis indicates the LPGA Foundation impacts communities by empowering girls through golf, growing the game, role models serving as champions, life skills development and moments becoming movements. Not only does the Girls Golf program provide opportunities to enrich the lives of young girls, many successful golfers are current and former participants, including major championship winners Brittany Linicome and Morgan Pressel. The blend of community involvement paired with high performance athletes emerging from the program makes it one of the most unique philanthropic endeavors in major sports in the United States. Future research should include empirical interviews with stakeholders (i.e. LPGA Foundation employees, LPGA Tour players, and Girls Golf site directors). Also, comparative analysis with golf tours from different countries (i.e. Ladies European Tour) would provide a unique perspective on how CSR initiatives differ contextually. An area of growth for the LPGA Foundation rests on sustainability education for program participants, as well as continued utilization of social media to promote best practices.

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Exploring The Organizational Factors That Influence The International Sporting Success In High-Performance Judo

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Aim of the research/project

After their identification, the objective of this research was to explore the interrelationships among the factors that exist at an organizational level and influencing the international success in high-performance judo.

Theoretical background or literature review

Several studies have been published with the aim to analyse the existing elite sport policies in different countries (De Bosscher, Shibli, Westerbeek, & Van Bottenburg, 2015). Despite the methodological differences, most of these studies have analysed sport „systems", which by definition are defined as comprising interrelated elements (influenced by the environment) that are integrated to reach common goals (Chelladurai, 2009). Thus, each country has a high-performance sport system where policies are implemented and the goals are usually related with the performance in the international sporting events. Some studies deepened the knowledge in elite sport policies, including on key success factors, focusing their research on specific sports (Brouwers, Sotiriadou, & De Bosscher, 2015). These studies illustrated the value of sport-specific research through the identification of specific factors that influence the development of one sport. However, each sport is different by nature (Breuer, Hallmann, & Wicker, 2011), therefore, there is room for research that focuses on other specific high-performance sport systems and on their key success factors. The focus of this abstract is on judo. Judo is one of the most popular sport combat in the world and in this sport; it is the fourth sport that offers more medals; and many nations consider judo one of the major investment target for their high-performance sport policies, which makes this research relevant.

Methodology, research design, and data analysis

The objective of this abstract was part of a larger project involving a Sequential Exploratory research design (Creswell & Plano Clark, 2011), that involving three phases. The first qualitative phase involved the identification of the organizational factors influencing the international sporting success in high-performance judo, through Content Analysis in 33 semi-structured interviews with athletes, coaches, national performance directors and experts from 11 countries, who had the best results during the Olympic Games between 1992 and 2012. The organizational factors were 44, clustered in 11 categories (1 Sport system, organization and structure; 2 Sport participation at all levels; 3 Athletic career and post career support; 4 Financial resources; 5 Quality of Teachers and Coaches; 6 Tradition, history and cultural aspects; 7 Competitions; 8 Training facilities; 9 Governments (interest), sponsors and media; 10 Talent identification and development; 11 Scientific support). The second (intermediate) phase, a questionnaire was developed and the results from the first phase were validated by six experts. The third quantitative phase performed one more step in the validation process through the generalization of the judo organizational factors into a larger sample of 406 Brazilian judo athletes, coaches, performance directors and experts. An Exploratory Factor Analysis was conducted and the Cronbach's alpha index was used for the reliability. In addition to the validation of the factors, the third phase seeks to explore in a statistical way the interrelation between the identified factors. In this abstract will presented the results of the third phase.

Results, discussion, and implications/conclusions

The Exploratory Factor Analysis showed 10 Factors, which had 63.49% of the total variance explained. However, the first six Factors (50.97% of the total variance explained) provided an interesting analysis of the interrelationships among the organizational factors. The percentage of the total variance explained and their Cronbach's Alpha were: 1 "High-Performance Sport Climate" (12.63%, 0.93); 2 "Sport systems, organization and structure" (11.16%, 0.90); 3 "Tradition, History and Cultural aspects" (7.58%, 0.81); 4 "Resources for International Success" (6.79%, 0.79); 5 "Sports Talent Development System" (6.50%, 0.82); 6 "International Sporting Success in High-Performance Judo" (6.32%, 0.83). This exploration suggested that some factors are consistent with other studies and they can be developed regardless of where they will be executed. However, the interrelationship of the organizational factors probably are different in each country. This is because the context, tradition, history of one sport and the policies and media priorities are different in each country. Specifically for judo, the identified results may provide knowledge for management of its high-performance policies. As to its theoretical contribution, with the understanding

of sport policies and high-performance sport systems considering a sport specific level. The use of mixed methods research also provide an interesting contribution to the sport policies area. At the 25th EASM conference further research details will be presented. Future research could conducting this same research project in other countries, or identify the "power" of each organizational factor (confirmatory analysis).

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A New Era: Changes In Governance Structures And Processes Of Canadian National Sport Organizations

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Aim of the research

With the advent of Canada's new Not For Profit Corporations Act taking effect on July 31st, 2017 affecting national sport organizations' (NSOs) governance structures and processes, today's sport managers face unprecedented realities (e.g., economic difficulties, technological advances). How these organizations respond to these governance challenges will impact them, their sports, and society. We therefore seek to understand NSOs' new governance structures, processes and dynamics.

Theoretical background

'Sport governance' is concerned with governing or steering the overall sport, which includes governing the inter-organizational stakeholder network (García, 2009) and the intra-organizational aspects of key sport organizations within this system, such as NSOs. Although we understand many sport governance structural elements, researchers have been slow to incorporate processes and other managerial considerations (e.g., brand, communications) into our sport governance understanding. There is also no agreement as to what constitutes 'good' sport governance. Hare (2015) argued good sport governance should involve a vision, planning, accountability, monitoring, and resources, while The Sports Governance Observer (Play the Game, 2013) suggested transparency and public communication, democratic process, checks and balances, and solidarity. Thus, democratic standards, leadership, and communication appear important. However, their conceptual interrelationships are poorly understood.

Methodology, research design, and data analysis

Here, we present the results of our pilot study, which included a convenience sample of five NSOs: Athletics Canada, Badminton Canada, Canoe Kayak Canada, Canadian Tenpin Federation, and Water Ski and Wakeboard Canada. For each organization, we first gathered documents associated with the organization's overall governance, such as webpages, strategic plans, board meeting minutes, policies, and by-laws. A total of 162 documents or 914 pages were analyzed. We also interviewed a top executive of each organization to complement document information. The interview questions were based on the sport governance literature and on Koliba, Meek, & Zias's (2011) governance organizational case study building questions. The five interviews lasted between 53 and 65 minutes, were transcribed verbatim, and sent back to the participant for verification. Data analysis included deductive (e.g., accountability, transparency) and inductive/in vivo (e.g., compliance with new Not-for-Profit Act, governance changes) coding, followed by content analysis to lead to higher order themes.

Results, discussion, and implications/conclusions

Accountability, transparency and governance changes occurred in part due to conditions imposed by Sport Canada, as a key funder, and to legislation (compliance with the new Not For Profit Corporations Act). Accountability, as the athletics representative noted, is about accepting "responsibility for our actions and hold[ing] others accountable to act in accordance with our core values"; it is accountability for performance. Degrees of accountability differed internally, with formal accountability/reporting frameworks, versus externally, through stakeholder reporting.

Governance changes included new organizational structures and hires, bylaws, reporting/evaluating, and establishing formal roles/fiduciary responsibilities for Board members, whose performance is then evaluated. "In complying with the Not for Profit Act the operating and strategic committees were realigned. The changes are form follows function recognizing the increased capacity of [Athletics Canada] staff to take on some of the roles that volunteers used to have." (Board Minutes, February 21, 2015). Boards became governance focused instead of operationally focused. Proper executive leadership was thought critical to ensure a culture of good governance.

All five NSOs have professionalized, with paid staff operationalizing strategic plans, linking leadership, accountability, performance, and transparency. NSOs also communicate with their members and the multitude of other stakeholders (e.g., sponsors, athletes, coaches). Two-way communications were thought critical; NSOs felt they "can't go far without someone calling you out" (water ski and wakeboard representative). However, NSOs felt challenged in their communications, especially the use of social media in a

bilingual context. NSOs also struggled with stakeholder heterogeneity in agendas and needs, capacity, and coordinating their processes and their sport across a large geography.

There remains some variety in governance structures, including who their members are (e.g., provincial versus local organizations), full-time staff (2 to 17), and part-time staff (0 to 12). Notwithstanding, the governance differences appear less noticeable in these five NSOs than in the kitchen table to executive office (Kikulis, Slack, & Hinings, 1992) continuum.

Forced by key stakeholders and legislation, NSOs are applying 'good governance' practices, regardless of size. But, leadership is needed to ensure a culture fostering good/democratic governance, which, in turn, is enacted through two-way communications with stakeholders. This pilot study therefore demonstrates governance legislation can have on organizations and highlights the need to revisit Kikulis et al.'s (1992) NSO archetypes. Future research will expand the study to all Sport Canada-funded NSOs for a landscape analysis of the situation, and include a stakeholder social network analysis.

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Responding To Institutional Complexity. The Case Of Triathlon Australia

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Aim of the research

National Sport Federations (NFs) have a central position in organised sport in most nations. They typically interact with numerous private, public and non-profit organisations at different territorial levels (i.e. national, state and local) and frequently must deal with contradictory requirements (Houlihan & Green, 2008; Phillips & Newland, 2013). The majority of these bodies are engaged primarily in developing both high performance and participation sport. However, this dual mission can create competing agendas as NFs struggle to increase sport participation and improve elite performance. NFs are both dependent and vulnerable on their government's increasingly rationalised and targeted policies. As a consequence, the very existence of NFs can be threatened if their results do not meet funding linked key performance indicators (Houlihan & Green, 2008). By understanding the way NFs respond to these challenges this research explores questions of social legitimacy (Phillips & Newland, 2013) and resource access, within a context of organisational survival (Greenwood, Raynard, Kodeih, Micelotta, & Lounsbury, 2011; Washington & Patterson, 2011). The aim of this research was to investigate how one NF, namely Triathlon Australia, responded to institutional complexity in implementing its mission.

Theoretical framework

There is growing interest in how organisations respond to institutional complexity, (Greenwood et al., 2011). An institutional theory lens, namely institutional logics and complexity, provide a framework by which to explore the organisational behaviour of NFs, in particular how they respond to different and possibly logics in implementing their mission. Since organisations experience different degrees of complexity, they will also vary their responses to contradictory prescriptions prioritising certain interests at the expense of others (Greenwood et al., 2011). Early sport management research focused on dominant logics shifts and the move from amateurism to professionalism and from a 'sport logic' to a 'business logic' (corporate perspective). In a study of the Australian and Finish sport systems, Green and Collins (2008) treated elite and participation policies as two distinct institutional logics; they asserted that political agendas drive logics and are responsible for the establishment of a dominant logic. Philips and Newland's (2013) research on Triathlon explained how, due to their commercial ethos, event enterprises became more legitimate than NFs in delivering elite and participation sport. More recently, it has been shown that different and conflicting institutional logics — amateur, professional and commercial — can coexist within a multisport club. To date sport management research has focused mainly on clubs and examined the presence, change dynamics and effects of dominant logics. Sparse research exists on how NFs respond to the logics arising from their particularly complex institutional field.

Methodology

To understand organisational pressures and responses to institutional complexity over time, it was necessary to develop a longitudinal case study. Case selection was made through theoretical sampling based on its potential for theory building. Triathlon Australia was chosen as a case due to a combination of factors: level of government support, an Olympic sport, elite and participation performance, commercial background, financial autonomy, sport development innovation, event organising capacity, short history and access to data. The period under analysis is, 1997 to 2017. The data collection included: 18 interviews with the Australian government and Triathlon Australia key informants; document analysis from policy documents, annual reports, strategic plans, job descriptions and press releases.

Discussion

The following five themes have emerged from the on-going data analysis. (1) Mission enablers: the integration of both elite/participation dimensions in the same event reduces costs and increases revenue (from participation sport) and attracts two different sets of sponsors. (2) Mission tensions: the integration of different skill level athletes in the same competition creates logistic and safety problems. The different in budget between elite/participation sport. (3) Commercial logic: requirements arising from commercial partners are easily addressed by the NF due to their commercial debut background (i.e. IronMan), reducing complexity (Greenwood et al., 2011). NFs events are framed according to media and spectators' interests. (4) Government logic: the clarity of public funding policy reduces complexity. (5) Sport logic: The existence of sport state/regional level organisations increases complexity in governance. In summary, the findings suggest that

institutional complexity can be reduced when logics are not in conflict and through organisational responses. The theoretical and practical implications will be further expanded upon in the conference presentation.

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The Reputation Of Cross-Country Skiing And The Ski Federation In Norway In The Light Of Two Doping Cases

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Introduction

Two doping cases in Norwegian cross-country skiing created immediate consternation in the media when they were released in July and October 2016 (Sundby and the Johaug cases). They represented a serious threat to both the image of cross-country skiing in the Norwegian population who are passionate about the sport, and the Norwegian Ski Federation (NSF). The reputation of the sport as well as the federation was at stake, and the reputation is all about the outside world's perception of both over time. A good reputation is difficult to achieve, but easy to loose. Reputation is widely recognized as a valuable, intangible asset. The societal expectations and values placed on sport and sporting organizations is higher than in mainstream business (Sherry, Shilbury & Wood, 2007). In this case, it was the president of the NSF, which is the highest person in the organization who had to take the criticism. The NSF is the second largest sport federation in the Norwegian Olympic, Paralympic and Confederation of Sports (NIF) and consists of 16 district ski associations, 1150 clubs and 185,000 members divided into six branches. Cross-country alone has 140,000 members.

Aim of the project

How did two doping cases affect the reputation of cross-country skiing and the Norwegian Ski Federation among the Norwegian population.

Theoretical background/literature review

Conflicts of interest theory (Carson, 1994), crisis communication (Coombs, 2007) and apoligetic ethics (Hearit, 1994) are used as theory to understand how the reputation of cross-country skiing and the ski federation were affected by the two doping cases. Apologies are often used strategically in the crisis communication of an organization (Frandsen & Johansen, 2007).

Methods: Research from Sponsor Insight weekly, representative survey of the Norwegian population above 18 years of age; 4,000 interviews yearly and their statistics will be used. Retriever archive, which collect all national newspaper articles, radio reports and tv programs from Norway on reputation and the NSF will be analyzed. Content analysis of communication by media and sponsors about the federation is suitable because most of the information the stakeholders get about the organization is through the media.

Results

In their Ski Political Document (2016), the NSF states that the organization shall be characterized by voluntarism, democracy, loyalty, transparency and equality and all the activities should build on joy, community, health and honesty. As national governing body of the sport, NSF has a special responsibility to care of its rights and reputation in the tension field between the main elements in sport for all and the commercial values that elite sport creates (NSF, 2016). The Norwegian adult population has placed cross-country skiing as the most popular sport the last seven years. One would have expected that the two mentioned doping cases would have reduced the popularity of cross-country skiing, but findings show that was not the case. The popularity dropped just one percent to 51 after the Sundby case. NFS's reputation has been fairly balanced since 2012, but after the Sundby case it dropped quickly and after the next doping case the reputation even at a time was negative (Sætha, 2017) The question is if this two doping cases were something that NSF could control or if it was a result of situational factors. A possible reason for the drop in reputation can be that both the medical doctor and the support medical team were viewed upon as part of the federation. It did not help NSF's reputation that the federation tried to trivialize the case.

Reputation is very fragile and requires transparency, which were not present in the Sundby case. The federation kept the case secret for a year before the public. They hoped that WADA would accept the explanation of using the apparatus for asthma the way the Norwegians did. The frames of analysis that were used in the media news will be further analyzed.

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Doing Legitimacy: Legitimation Processes Of Sport Organizations

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Aim

The Norwegian Olympic Committee and Confederation of Sport's (NIF) main argument for hosting the 2016 Lillehammer Youth Olympic Games (Lillehammer 2016) was the alleged positive demonstration effect, the promise that the event would increase the active engagement of youth in Norwegian organized sports in terms of participation, young leadership, and young coaches, and play an important role in NIF's youth sport policy (YSP). The aim of this research is to analyze how different actors shape and influence Norwegian YSP in connection to Lillehammer 2016 as legitimation process of NIF. This aim was met through the examination of the entire policy process, from formulation via implementation and perception of the policy target group to the policy outcome

Theory

Theoretically, the paper is based on the neo-institutional concepts of legitimacy, isomorphism and (institutional) change (Campbell, 2004; DiMaggio & Powell, 1983, Meyer & Rowan, 1977) as well as implementation literature (Lipsky, 198; Marsh & Smith, 2000). Changes in policies, professions, and programs can lead organizations to incorporate practices and procedures (Meyer & Rowan, 1977). The incorporation of these procedures helps the organization to increase and/or maintain legitimacy and survival. Using the YSP as main argument for the Lillehammer 2016 bid can be understood as incorporated procedure in order to for NIF to secure legitimacy. In addition, there is a need to scrutinize policy processes in the context of the fact that the process is organized and influenced by intra- and inter-organizational values, norms, and relationships, as well as power structures and practices and also by the creation and impact of policy networks (Marsh & Smith, 2000). By combining implementation literature and neo-institutional theory) structures and practices, which enable as well as constrain actions that are subject to change were analyzed.

Methods

The study is based on qualitative inquiry comprising 33 interviews with actors central to policy process in connection with Lillehammer 2016. Semi-structured interviews were conducted with representatives of the bid committee (n = 8) who were involved in the policy formulation, as well as with representatives of NIF (n = 4), the organizing committee (n = 4) and the County of Oppland (n = 1) who were involved in the implementation of the policy. As well, participants (n = 16) of a young leaders program, which was organized in connection with Lillehammer 2016, were interviewed. The study is complemented by document analysis and observations which were conducted before, during, and after the event. In the analysis the tactics by Miles and Hubermann (1994) were followed identifying common patterns in the data in two steps: first via inductively coding, which correspondents to a descriptive and open observation of data, followed by second, a theoretical analysis under the framework presented above.

Results, discussion and conclusions

The study confirms that a sport event is often convenient for the legitimation of sport politicians' needs, while actually not fitting into the policy already ongoing. The key conclusion from this dissertation is that the legitimation process of NIF could be found in all stages of the policy process where different actors and organizations within the NIF system were actively *doing* legitimacy. This is exemplified by the language used for the Lillehammer 2016 bid in documents, meetings, and by the bid committee which was based on taken-for-granted understandings of the YSP, and it was worked out purposefully to provide assurance of the alleged necessity of Lillehammer 2016 as a solution to the existing — and long-lasting — challenges of Norwegian youth sport. In that respect, the YSP has become a self-imposed norm and a convenient symbolic strategy and assumed solution to NIF's dropout problem. Lillehammer 2016 was not a solution to the dropout problem — rather the opposite — but the dropout problem was a convenient argument to justify the Lillehammer 2016 bid. Lack of implementation strategy, and conflicts of interests of involved actors created tension between the policymaker within NIF, the implementing agents as well as the policy target group, and challenged successful implementation. NIF can document that they created projects involving young people, however, none of the projects were created by strategically using Lillehammer 2016 to develop youth sport; they are more a series of projects initiated by the few implementing agents which were communicated as legitimate actions. In the study, I discussed if it was more important for NIF to convince and satisfy the public about their 'successful outcome' of the YSP, i. e. an actual increase of young people

engaged in organized sport. Based on the empirical findings, this study provides a theoretical model for understanding the relation between sport policy process and legitimation processes of sport organizations.

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The Persistent Failure Of Interventions To Increase National Sport Participation Levels In England: Understanding Sport Participation Data And Evidence

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Aim

The aim of this paper is to reconcile the contradiction between data on national sport participation levels in England, which have changed little since the early 1990s, and evidence from evaluations of sport participation interventions during this time that claim successes in engaging new people with sport.

Background

Despite multiple attempts by successive governments, national agencies and other sport organisations to intervene to increase sport participation in England, national sport participation figures since the early 1990s show stagnation or decline, with Weed's (2016) analysis across five national surveys showing movements within each survey of less than +/- 2%. During the same period, multiple evaluations of sport participation interventions have claimed positive impacts in terms of encouraging new people into sport. Each of these data sources are robust, with successive national surveys having sample sizes ranging from 15,000 to 175,000 with a maximum sampling error of less than +/- 1%. Similarly, intervention evaluations have grown in the robustness of their designs, increasingly ensuring sampling errors of less than +/- 5%, with more recent evaluations including control or comparator groups and adopting time series rather than repeated cross section designs.

Method

Data and evidence from two annual national surveys, Active People (cross sectional, n = c.175,000) and Taking Part (time series, n = c.6,000), and two evaluations of major sport participation intervention investments, This Girl Can (a national campaign, £10 million investment) and Get Healthy Get Active (33 projects, £13.8 million investment) are assessed, compared and analysed in relation to each other to seek explanations for the apparent contradiction in the conclusions they reach about sport participation.

Results

An evaluation based on a survey of 1,000 women estimated that an additional 1.6million women newly participated in sport as a result of the This Girl Can campaign (TNS BRMB, 2016), whilst evaluations of Get Healthy Get Active projects across 2013–2015, in which all 145,000 people engaged were initially surveyed, showed that 29,000 previously inactive people became active through their engagement with the projects (Sport England, 2016). During the same period (2013–2015), the Active People survey showed that overall sport participation fell by 91,000 (c.0.6%), and during 2015 sport participation among women rose by only 45,000 (c.0.6%; Sport England, 2015).

The Active People survey therefore suggests that sport participation has been static between 2013–2015, with any shifts being substantially less than +/- 1%. However, the time series element of the Taking Part survey, collected 2012–2014, shows that more than 40% of the population change their sport participation during the previous year, but that these changes balance out, with 12.1% taking up sport and 11.7% dropping out of sport, and 8.9% doing more sport and 8% doing less sport (Department for Culture, Media & Sport, 2015).

Discussion

The comparison of these cross sectional and time series data suggests that sport participation in England is structurally stable at a population level, but individually volatile. The structural stability, over a period of over 25 years according to Weed's (2016) analysis, suggests that sport participation is largely explained by demographic and lifestyle factors that lead to people coming in and out of sport, or increasing and decreasing their sport participation, over the course of their life. However, by way of example, for every parent that drops out of sport as a result of the birth of their child, another parent returns to sport when their children reach school age. Consequently, these and other changes balance out because the population is largely demographically stable.

These insights help to explain the apparent contradictions between national sport participation data and evidence from specific interventions. They suggest that the 1.6 million women that were estimated to increase their sport participation as a result of the This Girl Can campaign in 2015 were offset by 1.56 million women that dropped out of sport, resulting in the net increase of 45,000 shown by the Active People survey.

Finally, these insights raise the prospect that evaluations of specific interventions are identifying sport participation take up or increases that would have taken place anyway as a result of demographic and lifestyle factors, rather than those stimulated by an intervention. Interventions may be the vehicle by which people change their sport participation, rather than being the stimulation for such changes. The time series data from the Taking Part survey suggest that, in the absence of interventions, people would find other vehicles by which to increase their sport participation once they have reached a lifestage at which they are ready to do so.

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Outcomes Of Volunteering: Some Causal Insights And Resulting Challenges For Sport Organisations

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Aim of the research

For the promotion of volunteerism, knowledge about potential volunteering outcomes, such as subjective well-being, and information about causality is needed, i.e., whether volunteering indeed increases subjective well-being or whether happier people are more likely to volunteer (Gimenez-Nadal & Molina, 2015). The purpose of this study is to examine whether specific voluntary roles in sport and subjective wellbeing are causally related or not.

Theoretical background and literature review

Subjective well-being can be defined as "a person's cognitive and affective evaluations of his or her life" (Diener, Oishi, & Lucas, 2002, p. 63). Theoretically, volunteering is assumed to affect subjective well-being through the exercise of altruism or the production of relational goods (Becchetti, Pelloni, & Rossetti, 2008). Relational goods are based on interpersonal sharing and encounters rather than market exchanges. They include, for example, a sense of belonging, companionship, emotional support, and solidarity. The examples indicate that these goods explicitly consider the impact of an individual's behaviour on the welfare of others (Becchetti et al., 2008). Meier and Stutzer (2008) suggest further mechanisms how volunteering affects subjective well-being, including receiving direct rewards, enjoyment, and investment in social and human capital. In another context, Koustelios, Bagiatis, and Kellis (1999) have indicated that divergent expectations of employees can negatively affect subjective well-being and even lead to burnout. Research examining the determinants of subjective well-being has used volunteering in sport (Wicker & Frick, 2015) or in general (Downward & Dawson, 2016) only as a control variable and does not distinguish between different voluntary roles. However, the effect of volunteering in sport on subjective well-being has not yet been examined systematically.

Methodology, research design, and data analysis

This research uses survey data from the Eurobarometer 80.2 wave which were collected in 2013 and comprise individuals from 28 countries of the European Union (n = 24,577). Respondents were asked about whether they engage in voluntary work that supports sporting activities and if so, what type of work they do. The ten answer categories yielded three variables measuring the number of administrative roles (board or committee member, administrative tasks; 2.75% of respondents have at least one role), sport-related roles (coach or trainer, referee or other official; 2.39%), and operational roles (organise or help to run a sporting event, support day to day club activities, provide transport, maintain sports facilities, and maintain sports equipment; 5.95%). Subjective well-being is captured with a measure for general life satisfaction (1 = not at all satisfied, 4 = very satisfied). The summary statistics reveal country-specific differences in volunteerism and life satisfaction levels. The empirical strategy is two-fold. First, a linear regression is estimated with subjective well-being as the dependent variable, the three independent variables of interest (administrative, sport-related, and operational roles), and a set of controls, including age, gender, marital status, number of children and persons in household, town size, difficulty paying bills, regular sport and physical activity, and walking. The second step considers that both the volunteering variables as well as the measures for sport participation, physical activity, and walking are endogeneous. Therefore, a set of instrumental variables (membership in sport and health/fitness club, sport opportunities in local area, cooperative person etc.) is used whose validity is confirmed with the Hansen J test and joint F-test. Importantly, instrumental variables allow identifying causal effects rather than only relationships. Since heteroscedasticity is likely in large-scale cross-sectional data, the generalised method of moments (GMM) estimator is used in the second regression model. Standard errors are clustered by country.

Results, discussion, and implications

The results of the linear regression analysis show that all three voluntary roles have a statistically significant and positive association with subjective well-being. The instrumental variables estimates, however, reveal that only the number of operational roles has a significant positive effect on subjective well-being, while the number of sport-related roles is insignificant and the number of administrative roles is even negative and significant. It is possible that operational roles yield quicker and more visible outcomes than strategic

roles, and that observing these outcomes adds to subjective well-being. It is also possible that these are ports of entry for volunteers and that, as more experience brings with it additional responsibilities, the level of frustration grows with more roles undertaken and exceeds potential benefits from volunteering (Sheptak & Menaker, 2016), which undermines subjective well-being. These findings have management and policy implications. Since voluntary activity cannot be produced by the government, the challenge for sport organisations is to develop organisational capacity that fosters desirable outcomes for all volunteering roles.

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Governing Bodies Of Sport As Knowledge Brokers In Sport-For-All Communities Of Practice

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Aim

Delivering Sport-for-All is a major issue for sport organizations worldwide. One of the challenges is situated in the knowledge intensive and diverse character of the Sport-for-All sector with highly dispersed knowledge creation and sharing processes involving numerous practitioners and policy makers (Girginov, Toohey, & Willem, 2015). Communities of practice are social learning spaces allowing for knowledge creation and sharing in such sectors, if communities are well enhanced by knowledge brokers. The community of practice lens will therefore be used to examine the Sport-for-All field as social learning spaces, with a particular focus on governing bodies of sport as knowledge brokers.

Theoretical background

The concept of a community of practice (CoP) introduced by Wenger, in the 1990s, is a well-developed and frequently used framework for explaining social learning and knowledge sharing among practitioners working within a common practice. A CoP consists of three elements, namely a domain of knowledge, which defines a set of issues (e.g. sport participation), a *community of people* who care about this domain and the shared *practice* that members are developing to be effective in their domain (Wenger, 2000). Communities can exist within organizations but mostly transcend organizational, national and geographical boundaries and can even exist virtually. The knowledge and learning processes in the communities are enhanced by knowledge brokers (Conklin, Lusk, Harris, & Stolee, 2013). Regional, national and international governing bodies of sport might assume this knowledge brokering role based on their formal mandates within Sport-for-All CoP. However, CoPs are learning spaces and not management or policy tools, a warning that has been mentioned frequently as a critique to the concept of CoP (Li, Grimshaw, Nielsen, Judd, Coyte, & Graham, 2009). Therefore, the CoP is used here as a lens to: 1) explore its usefulness for analysing the Sport-for-All delivery; and 2) study the broker's role of leading organizations in the communities in three national and one international settings including England and Flanders (i.e., Sport England and Sport Flanders respectively) and Australia (i.e., Australian Sports Commission), and the international Sport and Development Platform.

Method

Data on Sport-for-All communities of practice were collected in these four cases by interviewing key people in the communities, analyzing the virtual knowledge repositories, collecting web-based monitoring data by using Similarweb, and by systematically monitoring knowledge brokers' official websites used to inform and enhance the communities. These websites were monitored using the analytical tool of Wenger and Trayner (2013), who identified the different functions of websites in CoPs, namely two incremental functions informing and networking, and three strategic ones 'capacity building, community building and advocacy'. For the purpose of this research, we added the categories: problem solving, performance, and accountability. Data were used to interpret the role of governing bodies for sport in leveraging the knowledge creation and sharing processes in the Sport-for-All CoPs. Hence, the focus was on the role of the governing bodies and not the social learning process in the CoPs as such.

Results and discussion

The knowledge processes in the CoPs shaped the development of Sport-for-All delivery and policies in the different countries. Results indicated the existence of Sport-for-All communities of practice with a clear role for the governing bodies as brokers in those communities for sharing knowledge, exploration, and knowledge creation. However, the governing bodies of sport were not using their potential as knowledge brokers and CoP enablers to their full extent and in this way were not fully enabling the capacity of the Sport-for-All communities in each of the four cases. Websites were mainly utilised for informing and networking, but even for those functions many possibilities were not yet exploited. The strategic use of websites, for building community capacity and advocacy, was limited in all of the four cases. Furthermore, the governing bodies strongly favoured a top-down approach to knowledge dissemination and promoted a normative perspective by establishing standardized knowledge and practices for delivering Sport-for-All. They also tended to 'manage' the CoPs, and without exception, failed to promote strategic interactions

within the CoP that would allow for a greater diversity of approaches, transparency and instant exchanges. CoPs can be powerful tools for crossing institutional boundaries in Sport-for-all because of the social learning processes and accountability that is felt by the practitioners in the community. However, this can only occur when the role of the governing bodies is in facilitating rather than in managing the knowledge and learning processes. Hence, governing bodies of sport should focus on supporting the communities by taking a more strategic approach and using new media tools and let the CoP standards emerge instead of determining them.

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Re-Imagining Physical Activity: County Sport Partnership Responses To UK Public Policy Shifts

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Aim

The UK Government's recent public policy shift, encapsulated in the Sporting Future policy document and articulated through Sport England's strategic response Toward an Active Nation, signals a fundamental shift in the approach to engaging more physically active lifestyles. It envisages such engagement as predicated on forging partnerships outside the traditional sporting community as a means of promoting behavioral change amongst those alienated by the mainstream sporting culture. As in any policy shift, the management of funding streams becomes a key tool in the pursuit of these new priorities. In response to this shift toward physical activity broadly defined, County Sports Partnerships (CSPs), as key local coordinators-providers, must re-imagine their mission and recalibrate their objectives. The study aims to enhance a critical understanding of this ongoing process. It considers CSP responses to the waxing and waning influence of key strategic partners and the emerging dichotomy between 'sporting' and 'physical' cultures. It suggests approaches to the management of these tensions and pinpoints subsequent research priorities required to better understand the emerging physical activity landscape.

Background

Strategies for increasing sport participation are characterized by the traditional dichotomy between sport narrowly defined as organized/structured and physical activity broadly defined as unstructured/recreational encompassing different forms of physical expression. The division is apparent within the institutional landscape, which shapes the delivery of sport and physical activity and subsequently constrains the development of integrated approaches. The fragmentation of organizational actors along with the continual change of local sport and physical activity priorities, inhibit the development of stable collaborations between agencies involved in sport and physical activity (Lindsey, 2009). In the case of the UK, the activities of multiple stakeholders operating locally against the backdrop of a rapidly changing policy and funding environment, generates additional complexity. For example, the delivery of sport services by Local Authorities raises issues around accountability, equity, service quality and sustainability (King, 2014). At the same time, the role of CSPs is construed in a number of contrasting ways by partner agencies, creating the potential for misunderstanding over the shifting priorities for sports development (Mackintosh, 2011). Grix and Phillpots (2011) note the paradox that while CSPs were established to facilitate the delivery of sport policy at regional/local level by responding and adapting to local conditions, this has resulted in a hierarchical mode of partnership that rests on resource dependency and asymmetrical network governance between the Government and stakeholders in the sport policy network. These issues create concerns about the effectiveness of the Government's physical activity and sport participation strategy at the local level; concerns that are brought into sharp focus at a time of rapid change. Specifically, intersecting roles/responsibilities within the sport policy network may perpetuate tensions between affiliated entities manifest as distrust and fragmentation, or misalignment over the changing sports development objectives. Consequently, the nature of sport governance, as executed from national to local level, causes operational challenges for CSPs. Such network entities, while attempting to achieve similar objectives, have different strategic and operational plans that may not facilitate a whole-of-sport perspective in relation to the creation of shared understandings across a sporting network (O'Boyle & Shilbury, 2016). Indeed, duplication of roles/responsibilities between national sport governance and the CSP network is evident in cases where efforts have sought to develop policy approaches in areas like public health, volunteering and workforce.

Methodology

This is an exploratory case study based around the experiences of two CSPs in the South West of England and involving their key partner organizations. The research employs a qualitative approach; based around a series of semi-structured interviews with middle and senior managers operating across a number of stakeholder bodies. A standard protocol for qualitative content analysis is used to enable pattern-matching of emerging themes through a constant comparison method and thereby extract a thematic structure detailing the issues CSPs are facing.

Discussion and implications

The study sheds light on developing responses to manage sport partnerships in time of changing policy priorities. The mandate of creating active lifestyles requires the exploration of the policy trajectory, appropriate mode of governance and local service delivery models. Conceptually, there is a need to address the dichotomy between sport and physical activity, perhaps synthesized as physical culture. This involves the rebranding of CSPs centered on physical activity, while re-thinking roles, responsibilities/parameters and partnership-building as shaped by the funding imperative and the subsequent partnership responses to the new sports/PA environment. Within the complex sport policy environment, we need to find the means for better connecting national sport-PA participation policy with local network entities and non-sporting sectors.

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Strategy, Leadership And Stakeholder Management In Sport

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Management Challenges And Required Management Actions In Sports Clubs Employing Their First Professionals

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Theoretical background and aim of the research

Professionalization has been seen as a necessity for sports clubs to fulfil their purposes as organizations providing sports services (Nagel et al., 2016; Thiel & Mayer, 2009). Professionalization can be identified in many dimensions (Dowling, Edwards, & Washington, 2014), but employing professionals in coaching or management has been one central solution to increase quality in sports clubs. This change requires sports clubs to professionalize their management as well. Several scholars have noted that business management concepts often mislead sports clubs from the management requirements of voluntary-based organizations (Thiel & Mayer, 2009). Yet it is not very clear what are the practical management actions related to sports clubs' professionalization.

This study aimed to identify the management challenges and required management actions in Finnish sports clubs employing their first professionals in various tasks. As a theoretical framework, Thiel and Mayer's (2009) heuristic model of the characteristics of voluntary sports club management was utilized.

Methodology and data analysis

The data were collected during a project that aimed at creating a practical guide for sports clubs employing professionals. The data consisted of three parts: (1) a survey of sports clubs receiving funding from Finland's Ministry of Education and Culture for employing a professional (n = 160); (2) a thematic questionnaire of the challenges and success factors in hiring processes, answered by experts working in the area of sports club development (n = 10); and (3) five case studies of hiring processes in sports clubs. The clubs in data represented various sports. The size of sport clubs in data varied widely, but typically the clubs hiring first professionals had 500–1,000 members.

The data were examined with theory-based content analysis, utilizing Thiel and Mayer's (2009) heuristic model of the characteristics of voluntary sports club management. The research focused on the dimension of organizational structures, which is divided into three segments: human resources, communication channels and decision programmes.

Results

Our research data showed that the need to hire professionals mostly emerged due to challenges in relation to the large size of the clubs or low quality in a club's services. A central aim in hiring a professional was to support the human resources working on clubs' central tasks. But, as Thiel and Mayer (2009) have suggested, human resource decisions create much uncertainty in sports clubs. This uncertainty was also observed in our data, and the relevant management actions that were identified included well-designed recruitment processes (1) and detailed job descriptions (2).

Communication channels in sports clubs determine the distribution of tasks, hierarchies and processes. These are often vaguely defined and thus decisions are made collectively (Thiel & Mayer, 2009). In the data, such unclear communication channels were seen as a major problem in sports clubs employing professionals. The distribution of tasks (3) among honorary posts, other volunteers and professionals was seen as critical management action. To develop a decision-making system, the honorary posts also were seen as being more efficient and supportive to the professionals when directed to specific tasks. In addition, a planned orientation period (4) for the professional was seen as important.

The data also showed that a shared view of a sports club's main purpose, central tasks and future goals (5) was considered critical in ensuring that the club would benefit from hiring a professional. The shared view

forms a basis for defining the job description of the professional and for monitoring and supporting their work. In Thiel and Mayer's (2009) model, the club's purpose, the central tasks and future goals refer to the club's "purpose program", which along with a "conditional program" construct "decision programs" in sports club management. The conditional program defines the procedures for specific situations. In our data, this emerged as the need for some type of rulebook (6) in sports clubs. Since a rulebook contains guidelines, it can overcome the challenges presented by the personalization of decisions (Thiel & Mayer, 2009). The experts in sports club development saw personalization as a particular threat to the sustainable development of sports clubs.

Conclusion

This study showed that in order to successfully employ professionals, sports clubs need to develop their management practices in many dimensions. It was also found essential to apply management models specifically developed for non-profit organizations. In our study, Thiel and Mayer's (2009) heuristic model of voluntary sports club management was highly applicable for identifying and structuring the critical management challenges and actions in sports clubs that are hiring professionals and taking their first steps towards professionalization.

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The Balancing Act Of Conformity: Junior Mangers' Response To Managerial Pressure

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The aim of this study is to create knowledge about how organizational pressure suppress new ideas from being implemented in sport events. By comparing the differences and similarities in a multiple case study, this study obtains insights into junior managers' (here defined as paid manager on mid-level and volunteer teams mangers aged between 25 and 35) responses to managerial pressure. Managerial pressure here refers to how the manager are pressured either by the concept owners of the event or by leader behaviour higher in the hierarchy.

Theoretical background

Different institutional contexts have different expectations regarding conformity (DiMaggio & Powell, 1983). The coercive pressure to adapt within Olympic OCs is well-known in the literature. Bodemar and Skille (2016) found that contemporary junior manager want to impact (agency) sports events; however, they are often hindered by institutional limitations such as institutional rules, governing bodies, and bureaucracy, all of which impacts their leadership.

The basis for examining design was guided by a critical performative approach of functional stupidity (Alvesson & Spicer, 2012). The framework is suitable to frame the reflections behind the conformity and extends the work of Paulsen (2016) who identified 10 rationales behind stupidity self-management, representing transient four reflecting modes of compliance — reflective and unreflective. These rationales represent different modes of reflections and explain employees' coping mechanisms. Acting functional stupid is not regarded as nessesarily negative (or positive) and have nothing to do with stupidness, insted the interests are the pressures and the reflections that derive coping mechanismes and conformity. As this study show, junior managers may readily conform in order to do their job, but at the same time reflect upon the managerial pressure. The reflexive thougts can show how this conformity come about. By taking on a critical performative view, the conserns are the reflextions on the pressure derived form the sport event setting and its top managers, in sense of coping mechanismes to stage a successful event.

Methodology, research design, and data analysis

This study is guided by reflexive methodology using a combination of inductive and abductive qualitative approaches (Alvesson & Kärreman, 2011). A comparative case study design was chosen. Two cases were selected; 2012 Innsbruck Youth Olympic Games (YOG) and 2012 Oslo World Snowboard Championships (WSC) represent two different institutional contexts. Inclusion of cases were based on four criteria; young people in manager positions, inaugural youth directed major sport events, accessible in time and space, and distinct different degree of institutional context between the two cases. Assisted by MAXQDA collected data was analyzed consisted of semi-structured interviews with staff representing different organizational levels (16 junior mangers, 2 CEOs, 32 volunteers), documents (2 evaluation reports) and field notes (52 pages derived from 18 days with observations).

Results, discussion, and conclusions

Similar to findings by Paulsen (2016) different shapes and rationales behind conformity was proven. The qualitative cross-comparison revealed three different responses towards conformity; straight, reflexive, and cynical. In YOG straight and reflexive conformity was dominant and in WSC the junior managers responded by cynical conformity. Further, the response highly depends upon the degree of institutionalization of practices, rules, and structures in the event. Conformity was caused by strong institutional framework in YOG and expediency in WSC. Junior mangers' response to managerial pressure to conform was found to correspond with the newly developed concept offunctional stupidity (Alvesson & Spicer, 2012; Paulsen, 2016). Findings show that junior managers felt constrained because of coercive pressure deriving from institutionalized structures, rules, as well as orders from event owners and top management. These limitations can be both disturbing and useful for effective event organization (functional stupid). Firstly, effective and sufficient for the event organization in order to stage a successful event. Secondly, the junior managers increase the chance of obtaining new management assignments in event.This study contributes to understanding how junior mangers react to and reflect on organizational pressure to conform.

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Collaborative Innovation Within The French Business Ecosystem Of Mountain Sport Tourism

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The French market of Mountain Sport Tourism (MST) based its competitiveness on: 1) the comparative advantage which the mountain affords, 2) the advantages built (e. g.: infrastructures; Fabry, 2009), and 3) the companies capacity of innovation. In addition, the French MST activity has the characteristics of a specific Business Ecosystem, in the sense of James Moore (1996), with a large number of players: companies (services and industries) institutions (public and private), customers (national and international). The latter have converged in recent years towards the idea that collaborative innovation is fundamental for their economic development and international competitiveness. The business ecosystem theoretical framework (Moore, 1996) allows to analyse the role of market players interactions and co-evolution in the emerging of collaborative innovation. Hence, the aim of this research is to highlight the underlying logics emanating from the players (companies, local authorities and institutions) interactions to identify the factors that accelerate or block the collaborative innovation within this business ecosystem. The main issue of this research concerns the capacity of French business ecosystem of sport tourism to create or not the favourable conditions and players' interactions enabling the emergence of collaborative innovations.

Entrepreneurial and institutional, collective and individual approaches to innovation may refer to different economic cultures, and interests. The business ecosystem suppose that the different logics should converge around one or several pivotal players and to a joint vision (Moore, 1996). In these conditions, the business ecosystem may create a favourable climate for clients' satisfaction and market growth. It is therefore in the interest of players to develop investments conducive to collaborative innovation (e.g. Aerospace). The research was based on focus groups and semi-directive interviews. The survey covered 3 focus groups and 21 hours interviews with business leaders, representatives of professional organizations, local authorities, and experts belonging to the French MST business ecosystem.

The results highlight the inability of market, hierarchy (business) or public policy coordination to produce ecosystem innovations in MST, although actors are aware of its importance for the challenges to be met. This business ecosystem works well in terms of commercial development, but it still cannot produce strategic collaborative innovation. The prevalence of firms' competitive positions creates distrust for each other and thus blocks the favourable interactions to the emergence of collaborative innovation projects. Also, the firms' innovation still allows their market grow even if the conditions of international competition is becoming much harder. In other words, the companies' innovation is still an attractive growth driver, this does not encourage them to converge their efforts towards collaboration on innovation. The fact is that the switching from the model of firms' innovation to an ecosystem innovation in MST represents presently an important transaction costs (higher than the firms' current benefits; Bouhaouala, 2017).

In conclusion, the results show weaknesses in the governance of innovation within the mountain sport tourism business ecosystem and a lack of alignment on a shared vision by all players. It is therefore necessary to find innovative governance and financing methods favourable for collaborative innovation projects' emergence. The current models based, on public contributions (calls for projects and grants) and on companies' partnerships, do not match the real costs and the specific tempo of the mountain sport tourism ecosystem innovation process. In all cases when the change costs of the innovation model are higher than the benefits the companies prefer to keep their model as long as they can maintain a profitable market position. Thus, the role of the business ecosystem pivotal players is to reduce the disturst between players in order to enhance the collaborative innovation.

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Fans As Stakeowners? An Analysis Of Their Perceptions On Organizational Ethical Leadership In Professional Football

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Aim of the research

Today, professional football clubs face a diverse set of challenges, of which many bear an inherent ethical dimension (e.g. sexual harassment, match fixing, and hooliganism). A striking element in this regard is the rather dual role played by the fans. Whilst many fans desire a say in the governance of the football club they support, a substantial part of the fan population remains to be associated with prevailing ethical challenges, such as violence and racism.

This finding illustrates that fans are an inherent part of the ethical challenges facing football, but the question if their involvement may also be a part of the solution remains largely open. Therefore, the aim of this study is twofold. First, it addresses if fans can be seen as genuine, responsible stakeholders (or stakeowners) in professional football clubs. Despite the acknowledgment of a potential influence of fans on sport leadership, little is known about their perceptions on this influence (Welty Peachey et al., 2015). Subsequently, second, this study analyses the perceived link between football fans and organizational ethical leadership in professional football clubs.

Theoretical background

Our study integrates insights from ethical leadership and stakeholder management within a sport management perspective. Ethical leadership can be conceptualized as 'the demonstration of normatively appropriate conduct to followers through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making' (Brown, Treviño, & Harrison, 2005, p. 120). Despite its academic popularity, this ethical leadership conceptualization is also criticised in terms of its vagueness (Heres, 2014). Scholars argue that the content of 'normatively appropriate conduct' is context dependent, and perceived differently according to the judging (stakeholder) group (Heres, 2014).

Furthermore, a stakeholder perspective on ethical leadership can be advocated, as leadership implicates a two-way relationship, in which the meaning of leadership is largely shaped by the expectations of the various stakeholders (Kihl, Leberman, & Schull, 2010). However, although the value of a stakeholder perspective on organizational ethical leadership, which goes further than only the perceptions of the employees, is clearly stretched, such research approach is currently scarcely adopted (Heres, 2014).

As fans can be seen as an important stakeholder group within professional football clubs (Garcia & Welford, 2015), this study argues that their perceptions regarding football club organizational leadership are at least to be called meaningful. Nevertheless, the extent to which football clubs should actually incorporate these perceptions into their own actions and beliefs, partly depends on how much importance and responsibilities can be ascribed to fans in their role as stakeholders. In this regard, Ferkins and Shilbury (2015) elaborate the stakeholder literature within sport management, by introducing the notion of stakeowner. A stakeowner is a person or group with a legitimate claim in the organization, but also with a certain responsibility towards the organization (Ferkins & Shilbury, 2015).

In sum, the following research questions are addressed:

1. (To what extent) do professional football club fans consider themselves as stakeowners?
2. What do fans perceive to be ethical leadership on behalf of the board of directors and management of their professional football club?

Methodology, research design, and data analysis

A qualitative mixed-method based case-study was executed in one of Belgium's five most wealthy and successful football clubs. Next to the analysis of the club's policy documents and a preliminary interview with the head of the community working of the club, a random sample of fans (n = 17) was interviewed. On match day, fans were randomly approached in and around the stadium. They were informed about the research project, and asked to leave their contact data if they were interested to cooperate. Afterwards, we contacted the obliging fans to schedule a semi-structured interview. These interviews were transcribed verbatim and are analysed using NVIVO software.

Results

All fan interviews (n = 17) were recently finalized. Preliminary results show a nuanced fan view on stakeownership and ethical leadership. Most fans desire increased fan participation, but also realize that this participation should be limited to certain themes. When it comes to football club ethical leadership, fans strongly value reliability, honesty, transparent communication, and zero tolerance against hooliganism. In general, perceptions differ according to the type of fans. Final results, and implications for theory and practice will be ready for presentation at EASM 2017.

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Uniting Stakeholders With A Purpose Beyond Profit: A Case Study Of A Commercial Sport Organization

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Aim of the research

Mackey and Sisodia (2013) suggest that a leader's strongest strategic resource for influencing organizational performance lies with an understanding of 'why the organization exists' (i.e., organizational purpose) and the core values that unite organizational stakeholders. In the sport management literature however, many have suggested that further understanding both the purpose and core values that unite sport organizational stakeholders would constitute areas of potential development among scholars and practitioners. Zeigler (2007) illustrates existing ambiguity among sport scholars towards the purpose and core values of sport organizations by asking pivotal questions including: "what are we really promoting, and do we know why we are doing it?" (p. 298) and "what evidence do we have that sport as a social institution is really making a positive contribution to society?" (p. 297). Further, Newman (2014) asserts that sport management scholars and practitioners have become disconnected from the field's original purpose of serving social good, given the common assumption that sport currently exists "principally as a commercial activity" (p. 604). From such queries, the purpose of this research is to explore the strategic management of purpose and core values by leaders of a commercial sport organization, and addresses the following two questions: (1) what purpose do leaders of a commercial sport organization espouse that engages their stakeholders, if any?; and (2) what management practices do leaders use to strategically utilize this purpose in the organization, if any?

Literature review

To guide the current exploration of organizational purpose and core values, the following literature serves as a theoretical framework. First, Mackey and Sisodia (2013) outline four types of organizational purpose that can further clarify 'why an organization exists' including: (1) the Good' (i.e., service to others); (2) 'the True' (i.e., effort to further knowledge); (3) 'the Beautiful' (i.e., the creation of excellence); and (4) 'the Heroic' (i.e., the pursuit of what is 'right'). Further, Dolan and Garcia (2002) explain that organizational leaders can strategically manage core values by using them as rallying points to align stakeholders and engage them in the organization's purpose. While studying leaders of national sport organizations however, Bell-Laroche, Maclean, Thibault and Wolfe (2014) found that organizational leaders vary in their capacity to strategically manage values. These scholars introduce the 4-I Values Framework as a tool to describe how an organizational leader manages values at any of these following levels, including: Inactive, Intuitive, Institutional or Inspirational. These aforementioned frameworks guide this study by providing operational definitions of organizational purpose and core values, as well as describing how researchers and practitioners can strategically reflect upon a leader's management of both organizational purpose and core values.

Data collection and analysis

A qualitative, single-site case study was conducted to further fulfill on this study's purpose. A private, for-profit sport organization that fields a professional team in one of the world's highest attended domestic sport leagues (i.e., average attendance of 24,000 spectators) served as the research case site. Data collection strategies included semi-structured interviews with employees from different organizational levels and departments of the business operations staff (n = 13), observation of physical artifacts in the organization's office building, and analysis of organizational documents. These data were analyzed using NVivo software; specifically, the researcher utilized a 2-stage coding process by: 1) reducing these data to descriptive codes; and 2) by organizing these data into groups that represent the ways in which the researcher observed the organizational purpose and the management of core values within the research site. The researcher compared the groups of codes to Mackey and Sisodia's (2013) typology of organizational purpose and Bell-Laroche et al.'s (2014) 4-I Values Framework to analyze the purpose espoused by organizational stakeholders and the practices organizational leaders utilized to strategically manage this purpose in this commercial sport organization.

Results and discussion

As data analysis is currently in progress at the time of this abstract submission, results of this research are not yet available; however, such results will be outlined and discussed at the time of the EASM presentation. It is expected that findings from this descriptive case study will illuminate the organizational purpose

espoused by organizational stakeholders, as well as identifying the level at which organizational leaders were strategically managing core values. Specifically, the findings may contribute to sport management literature by providing an answer to the elusive query of 'why does a commercial sport organization exist?' Furthermore, this research may support sport organizational leaders and practitioners by discussing opportunities to strategically utilize organizational purpose and core values to engage, unite and inspire their organizational stakeholders.

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The Management Of Competing Logics In Elite Football

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Aim of the research

Popular elite sport typically attracts different stakeholders, such as playing and coaching staff, supporters, volunteers, media, sponsors and investors. With professionalization and commercialization of sport there has been an expansion of these stakeholders, with a continuous and intensified battle of power between them. This is perhaps best seen in elite football with its intensified focus on the business of football and how the clubs are organized and managed.

Increasingly, football clubs have attracted leaders from other industries to handle this development. Despite this, the turnover among CEOs in top tier clubs have been high since the mid 90's. The high turnover rate may indicate that managing competing logics in elite football is stressful and difficult, with lack of continuity as a result. In this article, we intend to study the challenges the CEOs of clubs face and explore how they perceive and deal with the institutional logics the different groups of stakeholders expose.

Theoretical background

We address the challenges of managing the complexity of stakeholders by applying an institutional perspective, focusing on institutional logics at an organizational level (Thornton & Ocasio, 2008). Gammelsæter (2010) applied this to develop a typology of seven institutional logics (idealism, identity, autotelism, entrepreneurialism, managerialism, bureaucracy, politics) in commercialized sport organizations, but he pointed out that the typology needs empirical research to confirm its relevance.

According to Gammelsæter and Senaux (2011), there are yet few studies on the organization and leadership in top football clubs. A notable exception is Kelly (2008) who studied club management in British and Irish football, Herskedal (2016) in British and Norwegian football and Skirstad and Chelladurai (2011), but none of these studies have showed the full complexity of a multitude of logics, and how it creates challenges in management positions.

Methodology, resarch design and data analysis

The article is based on data from a master thesis on challenges related to the position as CEO of top soccer clubs in Norway (Hauken, 2014), supported by the football league association, Norwegian Top Football (NTF). Data was collected through case analysis based on in-depth semi-structured interviews with three former and three then current CEOs of top tier soccer clubs in Norway. These six informants were selected by the researcher in cooperation with NTF. Important issues in the interviews were their expectations and job descriptions, the club's goals and tools, the challenges and stakeholders. Each interview lasted from 67–107 minutes, and was conducted face to face, with telephone, video conference or Skype.

Results, discussions and conclusions

Findings showed that six out of these seven institutional logics were experienced as relevant to understand the challenges of the CEOs role. Four of these institutional logics seemed to be especially influential, and CEOs connected their job related stress and challenges to this pluralism of competing logics. The CEOs must manage tension and conflict between competing logics, but also their interconnection and interdependence. Different stakeholders also carry different institutional logics at the same time, which makes it difficult to separate these logics from one another. This ambiguity makes it extremely difficult to explore which ends and means the CEO must address to cope with stakeholders' influences.

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Conditions For Effective Support Of Professional Football Managers: Support Staff's Perspective.

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Aim of the research

This abstract aims to investigate perspectives held by members of support staff (e.g. assistant coach, head of performance, physiotherapist) in their support of professional football league managers in England and Norway. It is expected that the research will provide rich qualitative data that can be used to improve the precision of managerial training and work regarding first team sporting operations.

Theoretical background

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). Although the general management literature has been concerned about the manager-follower relationship for decades (e.g. Mintzberg, 1973), the culture of mistrust towards academia embedded in the football culture (Kelly, 2008) and its rapidly changing nature (Lonsdale, 2004) argues that this industry is different to others. Therefore, an understanding based on its key individuals' experiences is needed to enable precise guidelines for effective management within this particular context (Gammelsæter, 2013).

Methodology, research design and data analysis

The current authors conducted the study as a part of a more extensive exploration of the manager's role and working conditions in English and Norwegian professional leagues. A series of deductively developed individual semi-structured interviews of key support staff members (N = 10) was conducted in that respect. Data was recorded, transcribed verbatim and exposed to notions of content analysis.

Results and discussions

Results seemed quite congruent with previous findings regarding the managers' own views on the importance of having a clear managerial philosophy. The support staff members argued that if the manager lack clarity or consistency, they would not be able to respond with precision. The managerial message, the ability to share it, and flexibility to discuss with everyone involved across professions and perspectives, seemed to constitute the cornerstones for wellbeing and sporting development. Given the rapid changing and fast developing nature of modern day professional football, the need for managers to facilitate learning environments and allow support staff to utilize their strengths should not be underestimated. Therefore, the capacity of the manager should ideally match the capacity of the support staff involved, and stay in tune with the contextual demands. Given that the participants in the current study were often highly educated and that the ability to for the manger keep track with developments seems important to stay consistent, a mistrust towards academia is likely to represent a disadvantage when it comes to inter-collegiate communication and personal updates. Ideally, the overall responsible for the formal managerial education should customize their requirements for newer generations of professional managers to better the meet the current and future needs. As such, an in depth examination of the UEFA Pro managerial training programme would be timely in order to target managerial basics that make journeymen suited for modern day football demands.

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The Provision Of Off-Field Player Development In The Australian Football League

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Aim of the paper

The Australian Football League Players' Association (AFLPA), the National Rugby League Players' Association (NRLPA), the Australian Cricketers' Association (ACA) and the Professional Footballers' Association (PFA) have each expressed concern with aspects of the modern professional sport workplace that risk diminishing the personal development of players, especially in preparing them for life after their professional sporting career. Issues of primary concern include the increasingly performance oriented nature of the workplace; the pressures associated with high performance sport; the time demands of players for preparation, training, recovery, meetings, medical treatment, and club or league appearances; as well as the intensity of playing schedules. These Player Associations have sought in recent and current collective bargaining negotiations with their respective leagues or national governing bodies to protect players' rights for what are called "off-field player development" programs, as well as dedicated funding support and allocated time to participate in such programs while actively pursuing a professional sporting career.

The purpose of this study was to: (1) identify the range of club practices within the Australian Football League (AFL) in regard to the provision of off-field development opportunities for players; (2) understand players' attitudes and motives for undertaking off-field development activities; (3) understand coaching and club management personnel attitudes and understanding of the role of off-field development in the context of the AFL players' workplace; and (4) identify improvements in the provision of the off-field development environment for AFL players.

Theoretical background

Following Swanson (2001, p. 304), this paper utilizes human resource development (HRD) theory, in particular the core beliefs that "organizations are human-made entities that rely on human expertise in order to establish and achieve their goals [and that human expertise (in this case AFL players)] is developed and maximized through HRD processes and should be done for the mutual long-term and/or short-term benefits of the sponsoring organization and the individuals involved". The value of employers investing in their employees' personal development is generally well accepted in sporting environments (Aquilina, 2013; Aquilina & Henry, 2010; Hickey & Kelly, 2008; Pink, Saunders & Stynes, 2015).

Methodology

The research method provided a comprehensive view from all key stakeholders involved in the design, delivery, monitoring, and consumption of player development programs within the AFL system. Data collection was undertaken in 5 discrete stages throughout the 2015 AFL season: (1) Focus group interviews with 2 groups of Player Development Managers (PDMs) from all 18 AFL clubs; (2) a survey of a cohort of 60 accredited player agents; (3) 34 interviews within a sample of 5 AFL clubs with senior and assistant coaches, football managers, senior club executives and PDMs; (4) interviews with 4 players; and (5) interviews with the 6 AFLPA staff involved in the delivery of player development programs. Relevant documentation of club policies and practices in relation to off-field player development was also reviewed.

Results/discussion

Eight themes were identified from the analysis of the data and included player motives and attitudes, player workloads, program delivery logistics, the player development environment, the role of PDMs within AFL Clubs, the effectiveness of the relationship between club PDMs and the AFLPA, the design of the AFLPA driven program and Player Agents' role in player development. The results highlighted that off-field player development is universally considered an essential part of the workplace for players and clubs and should continue to be supported by clubs, the AFL and the AFLPA. The design of a player development program and its delivery should be individualized as much as possible to suit the background, motives and capability of individual players. The study found there is variable quality, support and resourcing for player development between the 18 AFL clubs, highlighting the need for greater consistency in service provision between clubs for players and that additional resourcing and improved capability is required for PDMs to function effectively.

Conclusions/implications

The findings provide insight into how a meaningful and effective off-field player development program could be provided within the context of the AFL. The study highlighted that improvements are needed in the planning, monitoring and reporting of player development objectives, activities and outcomes within clubs and that there needs to be greater integration of AFLPA program design and delivery with club-based PDMs. There is also a need for more formalised sharing of player development practices between clubs and the AFLPA to ensure clubs and the AFLPA provide the best possible off-field development environment for players that fulfills the core beliefs of HRD theory.

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Strategic Development In Sport Federations — A Case Study Of Swiss Triathlon

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Aim of the study and theoretical background

Sport federations face various challenges due to the expectations of their environment and the demands of their member organizations. Increasingly, federations are professionalizing to address these challenges (Dowling, Edwards, & Washington, 2014; Nagel, Schlesinger, Bayle, & Giauque, 2015). Strategic development is crucial to professionalization (Shilbury & Ferkins, 2011), as this defines the future direction for any federation. In general, organizational strategy can be developed using one of two different approaches (Nagel & Schlesinger, 2012; Sontag, 2011). In a top-down approach, strategy is initiated, shaped and controlled by a federation's legitimate power (e.g. board, management), whereas a bottom-up approach sees strategy developed from the base level of the federation by involving various actors at different organizational levels. The aim of this study is to analyze the choice of strategic development approach by federations, and consider the associated reasons and consequences of this choice.

Methodology and data analysis

The strategic development process was analyzed through a case study of Swiss Triathlon. The case study approach gives a holistic, in-depth analysis of complex phenomena (Skille, 2013), for this case study, identifying the approach, underlying reasons and leading consequences of strategic development. The case study of Swiss Triathlon is particularly appropriate, as over the past years the federation has developed strategy using both top-down and bottom-up approaches. Thus, this case provides a suitable comparison of the two approaches. The federation's strategic development process in 2013–2016 and 2017–2020 were reconstructed, and the procedure and contents, underlying reasons and objectives, and implementation were compared. Analysis of the two strategy concepts and accompanying documents (with a total of about 250 pages), as well as two guided interviews with the actors responsible for the strategy provided the data for the research. This data was analyzed using structuring qualitative content analysis.

Results, discussion, and implications

The results show that the two strategies clearly differ from each other. The 2013–2016 strategy was developed using a top-down approach, where only a few actors from the management carried out the strategy concept in a short time. The strategy exclusively focused on high-performance sport and aimed to meet the external requirements of the umbrella organization in order to secure financial support. However, the implementation of the strategy failed due to resistance and disinterest of the member organizations. In contrast, the strategy 2017–2020 was executed as a bottom-up process where all stakeholders and units were involved (e.g., board, management, representatives of regional and local member organizations) in order to guarantee broad support. The strategy focused on internal interests and requirements and aimed to develop the overall organization. The elaboration of this strategy concept took considerably more time.

The results of this study illustrate the challenges for sport federations who are attempting to balance internal and external expectations and demands, and are uncertain about the choice of appropriate strategy for development. The results also indicate that a participatory, bottom-up strategy development approach seems more appropriate for federations, as this corresponds to their self-understanding as an interest organization. Although this is only a single case study, the results may yet be applicable to other federations that face similar challenges in negotiating internal and external demands.

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Does Sport And Fitness Facility Ownership Matter? The Impact On Sport Participation And Citizens' Health, Well-Being And Social Capital In England

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Aim

This study aims to investigate: Does the sport and fitness facilities' ownership matter? and it's influence on end users' sport participation and on their subsequent health, well-being and social capital.

Theoretical background

While the public sector remains the biggest investor in sport (Sporting Future, 2015), the private and third sectors assist in driving sport participation forward (Humphreys, Maresova & Ruseski, 2012). This mixed sport provision between the public and private sectors is likely to result in different strategic priorities pursued (Hodgkinson, 2013), influencing the management behaviours that might be adopted. As such, contextual variation in the delivery of sport provision should be expected which might influence service provision and end users' sport participation behaviour. Yet, the relationship between the supply-side of sport — including ownership and management — and citizens' sport participation has yet to be explored.

Methodology and design

In order to answer the research question, an instrumental case study approach was adopted, in which focus was drawn on a UK county sport partnership allowing for a deep understanding of the role of facility ownership and management. A three-phase data collection was carried out at macro, meso and micro level. At the macro level, semi-structured interviews were conducted with key individuals responsible for the development of sport in the County, providing insights into the delivery mechanisms in place for sport provision at the regional level. At the meso level, 30 structured interviews with the different types of facility managers across the County was conducted, which has helped to understand their strategic priorities in sport provision towards their end users. Participants at meso level were selected through stratified random sampling while maintaining the representativeness of the different types of sport and fitness facilities in the County, and as a result 17 private, 10 third sector and three pubic sport and fitness facility mangers were interviewed. At the micro level, three focus groups were conducted involving end users of public, private and third sector facilities to explore the impact of facilities' strategies on their participation and associated health, wellbeing, and social capital.

Results

Regional managers for sport development in the County suggested that there is a need for additional investment in the public and third sector, as the financial climate is having a negative effect on the sport and fitness industry due to the government's recent austerity measures. This has created additional challenges to the public and the third sectors who often struggle to find a balance between controlling cost and in achieving their social objectives. They also suggested that there is a clear divide between the public and private facilities' objectives, in which public and the third sectors — while trying to be commercially viable, it's focus is on social objectives such as; health, well-being and social capital, while the private sector's sole focus is on their commercial objectives i.e., to make profit and to gain higher market share. According to the regional managers all the three sectors in the sport and fitness industry have different strategies towards sports provision, the public sector is still trying to understand the customers' needs, the third sector relies on customer feedback, whereas the private sector's main focus is on marketing.

Meso level data shows that there are differing strategic priorities between public, private and third sector facilities: public and third sector focuses more on cost reduction, while private sector seeks to compete on differentiation and perceived higher value. Public, private as well as third sector managers say that they place a higher strategic importance on price, facility opening timings, equipment, range of activities, memberships as well as training and development of their staff/employees.

End users' choice of a sport and fitness facility mirrors the respective sector's strategic priorities. For instance, private facility users highlighted the additional perks that the chosen facility provides them with, such as aesthetics, parking, cleanliness and friendliness of staff; whereas public and third sector facility users informed that it was the loyalty and sense of belonging to the facility influenced their choice. Interestingly, the reported health, well-being and social capital status of the end users from all the three sectors is identical, despite the public and the third sectors focusing more on their social objectives, raising an important question about the role of the private sector (whose sole focus is on their commercial objectives) in

delivering social outcomes such as health, wellbeing, and social capital that have long been deemed to be only the preserve of public sector delivery.

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Going Deeper To Get A Wider View — Uncovering Bias In Developing A Comparative Framework For Event Impact Assessment

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Aim of the research/project

As the costs associated with bidding and hosting of mega-events continues to escalate, the need to establish the benefits of these undertakings rises in step with governments coming under increasing scrutiny over the investment in sports events (Preuss, 2015).

Despite the billions spent each year in bidding for, and hosting major sports events; the assessment of claimed benefits lacks a recognised or comparable method for assessing the hosting of major sporting events, with each federation, organiser or agency applying its own methodology.

Despite an increasing body of research on event outcomes and potential classification frameworks, the mega-event dominant research focus neglects other events and their potential impacts; hampering current and prospective hosts from critically reassessing their event portfolio, bidding more selectively, and grounding events within their longer-term development plans and financial resources.

The Global Sport Impact (GSI) project, a partnership between Victoria University and Sportcal UK, sought to explore whether a conceptual framework for the comparative assessment of event impact across events of different scale and type, and across recurrent editions could be established.

Theoretical background

The terminology for the associated and myriad of impacts the hosting of events can have on the organizer has morphed to one of 'legacy' but without any agreed definition of either the term itself or its constituent components (Gratton & Preuss, 2008).

Without a clear definition of legacy, its dimensions or the time over which benefits can be accrued increases confusion in determining how to measure an event. The GSI's focus on 'impact' rather than 'legacy' is therefore not semantic but represents a determination to create a more constrained framework that allows smaller, higher frequency events to be considered alongside quadrennial large scale events on a comparable and consistent basis.

The development of the conceptual framework was grounded in a intial literature review of 200+ papers on dimensions of event impact and of existing frameworks of event legacy assessment (Mair & Whitford, 2013; Preuss 2015; Thomson et al., 2013).

The review identified six core areas (Pillars) of event impact, namely: economic, social, sport, media, brand and environment under which 30 sub-areas (Drivers) identified were able to classified. From 350+ potential measures identified, 200+ metrics were included for rating their importance and reliability in assessing event impact.

Methodology, research design, and data analysis

The pre-testing of the framework with practitioners, specialists, and scholars and found the dimensions to be robust and broadly consistent at the higher order pillars when combined with the drivers identifying specific dimensions.

As "an iterative multistage process, designed to transform opinion into group consensus" (Hasson & Keeney, 2011) a Delphi study enabled the GSI project to determine a larger consensus from a diverse independent views across a global panel of experts, with Sportcal's subscriber base ensuring the views of government, national and international sporting associations, city officials and event practioners were added to VU's academic network.

The consensus ratings on each of the proposed conceptual framework's core elements of pillars, drivers and measures was established across three survey rounds, with each respondent's previous weightings re-presented for amendment or confirmation in the following round. The outcome delivered both a 'top-down' (Pillars) and 'bottom-up' (Measures) scaling method.

The approach towards consensus is academically rigorous but this paper highlights how individual consensus scores can mask significant differences and bias within the expert views.

Results, discussion, and implications/conclusions

Discussion of selected analysis and findings from three rounds of the study will seek to highlight how differences in the weightings assigned to six core impact areas reflect a lack of cross-discipline perspective in research rather than objective assessment; how differing expectations of event owners and event hosts compounds existing concerns around responsibility and risks for event outcomes; and lastly the degree to which a top-down assessment of impact area weightings is consistent (or not) with the ratings on the metrics used to assess the events impact performance.

Uncovering the potential for bias within respondents' perspectives enables their influence on the consensus scores to be explicitly addressed, and reduces the risk of the conceptual framework being skewed by panel composition, and places the importance each dimension in the context of overall event impact, not of researcher interest. These findings are critical to removing biases from a potential framework, and avoiding under/overstating an events' impact especially across events of differing scale.

Future plans include application of the consensus weightings to the event data on 2,500+ events held by Sportcal and making them subject to further expert review.

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Mission Statements In Professional Sport: An Assessment Of Orientation, Communication And Benefits

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The interest among both academics and practitioners in the mission statement has evolved to give rise to a large body of research that has attempted to determine the core elements that a successful mission statement needs to incorporate. The content and character of these statements matter for organizational effectiveness (David, David, & David, 2016). Research has shown that firms who develop and systematically revisit their mission statement and consider them to be an integral part of the firm's culture, realize great benefits (David et. al., 2016; Rarick & Vitton, 1995). Benefits include: articulating a firm's purpose or reason for being; aiding prioritization and strategy; providing a basis for allocation of resources; organizing work, departments, activities and segments around a common purpose; aligning an organization's customers, products, services and markets; and defining concerns for growth, image, philosophy and survival (King & Cleland, 1979).

A good mission statement allows for the generation and consideration of a range of feasible alternative objectives and strategies without unduly stifling management creativity (David et. al, 2016). Sometimes called a creed statement, a statement of purpose, a statement of philosophy, a statement of beliefs, a statement of business principles, or a statement of "defining our business," a mission statement reveals what an organization wants to be and whom it wants to serve (David et. al, 2016). Campbell and Young (1991) emphasize that the process of developing a mission statement should create an 'emotional bond" and "sense of mission" between the organization and its employees. Practitioners and academicians of strategic management have articulated that in order for a mission statement to be effective, it should include reference to the following nine components: customers; products or services; markets; technology; survival, growth and profitability; philosophy; self-concept/distinct competence; public image and concerns for employees (David et al., 2016).

The importance of mission statements to effective strategic management is well documented in the literature (David et. al, 2016). Kosmutsky and Krucken's (2015), research provided empirical evidence that a well-articulated mission statements afford opportunities for companies to position themselves in particular niches and among competitive groups in which group similarities are highlighted vis-à-vis other group differences. A mission statement, often noted as an essential first step in the strategic management process, should define what an organization is and aspires to be, distinguishing one business from others of its type. It should be limited enough to exclude some ventures, but be broad enough to allow creative growth. The statement should be vague, for vagueness has its virtues, however, it should be enduring and distinguish an organization.

Developing and communicating a clear mission is a commonly overlooked task in strategic sport management and as David et al. (2016) noted, without clear mission statement, a firm's short-term action can be counterproductive to long-term interests. Numerous studies outside the sport environment have explored the relationship between mission statements and organizational specificities however, relatively few have explored these relationships in a sport context. Therefore, this study sought to identify the core elements of mission statements as they relate to sport, specifically the National Basketball Association (NBA). The study includes a content analysis, to assess the structure and quality, and assessment of parameters of use as they relate to organizational performance, communication, identity, deployment, effectiveness and strategic outcomes.

This empirical study included a content analysis of mission and vison statements of all NBA teams. The inventory was secured through search of league and team websites. The study included and assessment of orientation, communication, and benefits. A communication analysis assessing both denotative and connotative meanings was conducted. The denotative analysis utilized the Fog Index to measure readability. Connotative measures utilized recommendations put forth by Cochran, David & Gibson (2008). Additional characteristics, components and benefit analysis were conducted utilizing coefficient applied to David et al. (2016) measures. A follow-up inquiry was conducted with representatives of each of the NBA teams to ensure that information obtain was current and to identify potential future Delphi study participants. Executives of each team were targeted to ensure reliable consensus of opinion among respondents.

The investigation will provide valuable information specific to mission and vision core standards and their integration/use as it relates to industry practice. Defining these parameters and the strategic application to sport will provide a better understanding of core components and the relationship/influence of other intervening variables which may act as a mediator in the aforementioned relationship between items such as core development, deployment, commitment, identity and practice.

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Examining The Sailing League's Potential For Recruiting Young Sailors To The Sport: Competitors' Perspective.

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Aim of the research

This abstract aims to investigate competitors' views of the 'Norwegian Sailing League' (NSL) as a recruitment strategy by the Norwegian Sailing Association (NSA). NSL utilizes a 'youth rule', meaning that a minimum of one U22 sailor is present in every competing team.

Theoretical background

Due to a trend of decreasing memberships in Norwegian sailing (SSB, 2014), the NSA looks for strategies that contribute to turn this undesirable development. One initiative to recruit and maintain memberships in the NSA has been the NSL. The NSL utilises a so called "bag sailing" concept meaning that teams can show up with their sailing clothes in a sailing bag, the organizer owns and prepares the boats, and the participants are just sailing. The NSL concept has gained international interest, and made visible through the establishment of a Champions League of sailing with 13 competing countries. The U22 rule as a recruitment strategy is however unique to the NSL and, to date, no studies have investigated the effect of such a rule. The NSA states in their annual report (2015) that the sport of sailing needs renewal to recruit new participants, maintain memberships and to make the sport more attractive for the athletes. Thus, the NSA aims are congruent with a traditional pyramid model of sport participation (Green, 2005) consisting of recruitment, retention and advancement phases, respectively. In general, in the field of organisational strategy and change in sailing, research is scarce. Yet, a number of sport related studies highlights the importance of a contextual understanding to guide strategic initiatives.

Methodology, research design and data analysis

A series of deductively developed individual semi-structured interviews of the attending youth (N = 15) and the captains (N = 15) in the NSL was conducted. Data was recorded, transcribed verbatim and exposed to notions of content analysis.

Results and discussions

The results indicates that the 'youth rule' kept the young sailors in the sport rather than recruiting them, meaning that the strategy of using the NSL for recruiting new sailors seems misguided in the short term. However, youth participants seemed to enjoy the sailing format and were motivated to maintain their participation. Some athletes even reported that the NSL inspired them to advance their sailing from dinghy to big boat sailing. As such, the NSL contributes to promote two out of three key aspects in a traditional pyramid model of sport development (Green, 2005). A finding of contextual value was that most of the U22 NSL sailors seemed socialized into the sport through their (sailing) families. This finding relates to Haycock and Smith (2014) who found a strong correlation between athletes' adulthood participation in leisure-sports and parental support based on joy and love of the sport. The NSA initiatives seems to appeal to a broader range of young sailors and therefore, in the end, NSL can be a powerful strategy for member recruitment and maintenance. Not least because the "bag sailing" concept is likely to eliminate the reliance of parental interest and support, and that the 'youth rule' helps facilitating the transition from smaller to bigger boats. As such, the positive impressions that emerged from the NSL participants indicate that both the 'bag sailing' concept and the 'youth rule' have appeal and are likely to gain popularity in Norwegian sailing. Future initiatives should therefore consider an extension of the 'bag sailing' concept to dinghy sailing to make sailing more accessible. Future research should examine existing club based initiatives that has shown to increase and maintain sailing activity among young sailors that are not socialized into sailing through families. Such knowledge might add useful knowledge in how to shape modern day sailing environments to develop the joy and love needed for new sailors to maintain within the sport.

Implications

This abstract will provide rich qualitative data that can be used to improve the precision of overarching recruitment strategies within the context of Norwegian sailing, and in sports in general.

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Understanding The Role of Members In Fitness Centres: A Perspective Based On Stakeholder Theory

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Aim of the research

The purpose of this study was to investigate the role of fitness member's perceptions of power, urgency legitimacy and interest (i.e., self-perceived importance as stakeholders) on their behavioural intentions towards the fitness centres.

Literature review

The stakeholder theory has emerged to understand how to improve organisational management and researchers agree that stakeholders are people or groups that either affect or are affected by an organization's actions (Mitchell, Agle, & Wood, 1997). There are many approaches for identifying stakeholders, it is commonly accepted that stakeholders' is dependent on the levels of power (i.e., the degree to which the stakeholder is capable of influencing the organization), urgency (i.e., the extent to which the stakeholder claims for immediate attention), legitimacy (i.e., the perception that the stakeholder actions are appropriate according to social values; Mitchell et al., 1997) and interest (i.e., the degree to which stakeholder wants to know or learn about the organizations; Bryson, 2004).

Members are pivotal stakeholders as they contribute to overall revenue of the organisations both directly (i.e., consumption of services/products) and indirectly (i.e., word-of-mouth). While the theory of stakeholders has been applied to different industries, little is known from the member-as-stakeholder perspective in the fitness industry. Most previous studies on members have examined aspects such as consumption-related emotions, service quality or satisfaction to predict behavioural intentions (e.g., Pedragosa, Biscaia, & Correia, 2015). A considerable amount of variance in behavioural intentions always remains unexplained, with researchers often suggesting additional measures to better understand members' reactions towards their organisations (Avourdiadou & Theodorakis, 2014). By focusing on members' self-perceptions of their levels of power, urgency, legitimacy and interest, managers may be in a better position to understand how members perceive their importance towards the organisation and develop tactics within a broader retention strategy.

Methodology, research design, and data analysis

The study sample consisted of members from one fitness centre located in Lisbon (Portugal), and an online survey was posted on the official Facebook page. A total of 425 participants started the survey and after data screening, 151 surveys were deemed usable for data analysis. The survey included 19 items. Power (4 items), urgency (3 items) and legitimacy (4 items) were adapted from Mattingly (2007). Five items to capture interest where specifically designed for this study based on the definition above. Additionally, 4 items based on Avourdiadou and Theodorakis (2014) were used to measure behavioural intentions. All items were measured using a 10-point Likert-type scale (1 = not likely at all, 10 = extremely likely). Data were analysed with AMOS 22.0. A two-step maximum likelihood structural equation model was conducted to examine the proposed relationships.

Results, discussion, and implications/conclusions

The results of the measurement model indicated an acceptable fit to the data [χ^2 (160) = 276.82 ($p < .001$), $\chi 2/df = 1.73$, CFI = .96, GFI = .84, TLI = .95, RMSEA = .07]. The composite reliability values were all above the cut-off point of .70, while AVE values were greater than .50 indicating convergent validity. Discriminant validity was accepted given that the AVE values for each construct were greater than the squared correlations between that construct and any other. The structural model indicated an acceptable fit to the data [χ^2 (160) = 276.82 ($p < .001$), $\chi^2/df = 1.73$, CFI = .96, GFI = .84, TLI = .95, RMSEA = .07]. Path coefficients indicate that power and urgency were not significant predictors of behavioural intentions ($p > .05$). Legitimacy ($\beta = .61$, $p < .001$) and interest ($\beta = .22$, $p < .05$) showed a significant positive relationship with behavioural intentions. Jointly, power, urgency, legitimacy and interest accounted for approximately 39% of the variance of intentions behavioural ($R^2 = .39$).

The findings suggest that members are important stakeholders, given that a substantial amount of the variance in behavioural intentions (i.e. worth-of-mouth, increased participation and renewal of membership) were explained by their perceived levels of power, urgency, legitimacy and interest. The predictive role of legitimacy and interest suggest that managers should acknowledge members' importance for organisa-

tional success. In this sense, it is important to monitor their claims and keep them updated about existent features of the gym and its staff, as well as to promote high ethical standards of service delivery and fulfil their expectations (Avourdiadou & Theodorakis, 2014). Also, managers should encourage and develop the curiosity of the members in relation to the whole gym environment (e.g., new services, events). While the results offer useful insights for managers, this study should be considered as an initial step towards a better understanding of members' role as stakeholders. Future studies should examine different fitness centres, and focus on both members' self-perceptions and managers' opinions of the role of different typologies of members in order to better understand how to improve organization performance.

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Making Sense Of The Sack Race; The Impact Of Managerial Change In The English Football League

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Aim of paper

The aim of this paper is to examine the effect of managerial change in the English football league using a longitudinal data set.

Theoretical background

In professional football it is widely regarded that the role of the manager is one of chronic insecurity (e.g. Flint, Plumley & Wilson, 2014). Most organisations encounter changes in leadership at some point, but there is normally a natural time for such a change (Tena & Forrest, 2007). However, changes in football will often be made at unconventional times and within-season. This tends to be due to the intense pressure placed on modern day football managers to achieve consistently high club performance, driven by the continuing rise in revenues available to football clubs competing in elite leagues. Our theoretical discussion covers three contrasting theories that attempt to explain the association between manager change and organisational performance (Hughes, Hughes, Mellahi & Guermat, 2010). These are *scapegoating* theory (managers are replaced as a ritual to signal that the board has taken action address poor performance), *vicious-circle* theory (manager change continually damages performance because replacement events disrupt already established processes and bring with it instabilities and tensions that can further deteriorate performance, and *tenure and life-cycle* theory (new manager develops new processes, a new team and a fresh strategy that will improve long-term performance through continual learning and identifying where adaptations are necessary).

Research into managerial change in professional team sports is not a new phenomenon with obvious examples from American team sports (e.g. Giambatista, 2004) and European football (e.g. Bell, Brooks & Markham, 2013). However, the timing of this study is pertinent given the rises in revenue at professional club since the inception of the Premier League and whether or not such rises in revenue have led to more pressure on managers and increased managerial dismissals. Our findings provide clubs with statistical evidence as to whether or not sacking a manager has an impact on on-pitch performance. This in turn enables clubs to maximise revenue streams, as better on-pitch performance provides a direct impact on revenue.

Methodology

Data was collected from official Premier League and Football League websites as well as the League Managers Association which documents the managers of all football league clubs and their respective length of tenure. Data was collected from the beginning of the 2000/01 season, up to, and including the 2015/16 season. Both descriptive and statistical data analysis techniques (independent t-tests and repeated measures one-way ANOVAs) were used to consider whether or not changing a manager made a difference to the on-pitch performance and also whether or not there were more beneficial effects depending on the position of the club in the league (e.g. whether or not they were fighting for the title, for promotion or fighting to avoid relegation).

Results, discussion, implications

Over 15 seasons, the most instances of managerial change occurred in the EFL 2 (43.6%), followed by the Championship (39.1%), EFL 1 (34.7%) and the EPL (27.2%). Significant differences were observed in all four leagues when considering the number of points per game accumulated by teams who make a managerial change and those who do not. Further analysis revealed that a managerial change is more beneficial for clubs in the bottom half of the league, particularly for the EPL. Paired t-tests revealed that there was a significant increase in points per game for teams in the bottom half of the EPL ($t(63) = 2.88$, $P < .01$).

These findings are important given the impact that relegation can have on a club in a financial context. Data indicates that a place in the EPL is worth a minimum of £100m with relegation from the EPL signaling a £60m reduction in revenue. Our findings suggest that in this instance sacking a manager would be the right decision from a financial standpoint. The results have implications for clubs competing in English football and can be considered within strategy discussions in respect of managerial changes at first-team level. Points per game and league position change can be analyzed to attempt to define whether or not there is a 'right' time to dismiss a manager. Furthermore, our study advances and updates the extant literature by analyzing the four professional soccer leagues in England over a longitudinal time period.

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The NBA Draft: Expectations Versus Reality

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Introduction

The National Basketball Association's (NBA) annual reverse-order draft is structured such that worse teams generally select players before better teams, with the expectation that earlier draft picks are stronger performers. This expectation can be compared to ex post NBA performance to assess the efficiency of the draft. However, if better players are forced to join relatively low-quality teams, it follows that (1) these better players will have significant playing time, but (2) their productivity will be negatively impacted by their teammates' quality. This "double curse" means that any performance measure that does not account for teammate quality will be biased. In addition, we note that the NBA's minutes played variable is recorded in whole minutes on a game-by-game basis, meaning that rounding errors compound when looking at season-level data.

We develop a performance measure using factor analysis fed with six residual performance variables controlling for team quality and playing time. We recover two performance measures we call "hands & feet," where "feet" captures observable performance-related characteristics, such as height; and the orthogonal "hands" measure captures the idea of "fast-hands"/"game sense." We show that the "hands" measure indicates high productivity, but is difficult to assess compared to the "feet" measure, which is strongly correlated with draft number. This implies that risk averse teams prefer players that exhibit "feet" performance. However, the "hands" measure appears to primarily drive above-average NBA performance.

Literature

Research focusing on the determinants of NBA draft position are plentiful. E.g., Kahn & Sherer (1988) find no statistically significant relationship between college performance and draft position. However, Coates & Oguntimein (2010) and Berri, Brook & Fenn (2011) find that college points scored are a significant determinant of draft position, but that college points scored are only weakly correlated with NBA scoring.

Looking at performance measures and the NBA draft, Barzilai (n.d) assesses the value of draft picks from 1980–2007 and finds the draft is efficient (i.e., ex post performance is highly correlated with draft number) using four-year Player Efficiency Rating and win share measures. Similarly, Motomura (2016) finds a analogous pattern using four-year box score efficiency and wins produced measures.

Current measures

Current performance measures are built using various formulations of direct performance measures (e.g., points scored). These metrics can be classified in two broad categories: (1) box scores measures; and (2) Plus-Minus based measures. With respect to box scores, most assign ad hoc variable weights to create a relative value for each statistic, such as the performance value of points scored versus assists. The main drawback of the Plus-Minus-statistic is that it does not control for the quality of a player's teammates and opponents. The Adjusted-Plus-Minus targets this deficiency, although identifying a good exogenous approximation of player quality is problematic.

Thus, for assessing the NBA draft, most performance measures are not appropriate due to the previously identified "double curse." In particular, the methods employed to control for teammate quality require an exogenous measure of player quality. Similarly, the vast majority of measures that adjust for playing time use the minutes played variable, which is rounded at the game-level until 2006. Thus, the rounding error compounds with each game and increases variance. Minimum playing time cut-offs are typically used to address this issue, which decreases the sample size and excludes players with limited playing time.

New performance measure

Using the NBA's online database (www.stats.nba.com), we compile all player-level data for the 1996/97–2015/16 seasons, with approximately 9,000 observations where each observation is defined by a player and season.

Next, the performance residuals are calculated for the six player statistics: points, assists, steals, blocks, offensive and defensive rebounds. These performance residuals are derived from a Mincer-style wage regression, where the residual term for each player-season observation is the unexplained portion of each original player statistic.

The six performance residuals are then collapsed into two performance measures using factor analysis. Factor analysis finds these two performance measures, FA(1) and FA(2), through a process where the information within the original inputs is maintained within fewer factors. We then assess the FA(1) and FA(2) measures over the three-year period immediately after a player is drafted, which limits our sample to players drafted between 1996/97 and 2013/14.

Results

We term the FA(1) factor "feet" in that it captures the obvious and cleanly measured performance related characteristics, such as height. The "feet" measure is highly correlated with the draft pick position. The FA(2) measure is term "hands" based on the idea of "hand speed" and "game sense" that has previously been difficult to identify.

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Incorporating Futures Foresight Into Strategic Renewal In Sports Business

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Research aim

Futures foresight is a common practice in societal and business development. The importance of anticipation has been described as higher "clock speed" in development (e.g. Fine, 1998). Individual business — amodels and products have shortened life-cycles, sports business being no exception.

The research applied futures researchmethodology to envision key drivers of change to sports business up to year 2025. The aims were: 1) To source and assess the emerging trends affecting sports business (their probability, effectiveness = impact potential and plausibility to sports business) 2) Envision the consequences of these trends 3) Assess the research process and find ways to develop futures foresight practices for sports organizations.

Theoretical background

Managerial decision-making can be categorized — following Mintzberg (2000) — to a) opportunistic; decisions based on prevailing knowledge and recourses, and where decisions have a weak linkage to future b) strategic; somewhat predictable conditions but in a timeframe that allows rearranging and acquisition of resources and c) visionary; creating and maintaining competiveness in an uncertain environment, where new competencies and resources need to be deployed.

For survival and success organizations need to be proactive . As de Jouvenel (1963) noted, individuals and organizations hold "futuribles" — images of mind that are not based on data, but are potential states of things-to-be. Some of these futuribles catalyze capitaliziation of the opportunities or minimization of damages of change.

Traditionally futures research as a field of study has been directed towards societal betterment, finding issues and strategies for long-term development of common good. Strategic business development has focused of improvement of share/stakeholder value of the organizations as individual units. Including both researchers and practitioners of sports business to the informant pool should give a more balanced view and address the common issues for both angles. Larger dataset would be needed for reliable analysis on tensions between the angles.

Methodology, research design, and data analysis

The main approach was Delphi-method based on multiple rounds that condense and deepen the knowledge gathered. In the collection, analysis and presentation of the data and results also the methods of Multiple Perspective Analysis and Future Wheels (Glenn & Gordon, 2003) were utilized. In the last stage, Technology Radar-method was modified to a new tool — Future Radar. The respondents in the study were stakeholders in the Finnish sports business community (practitioners, researchers, educators). Triangulation was used both in mixed-method approach as well as researcher triangulation, more than one researcher in all stages analyzed data, refleced the findings and planned the road ahead.

The main steps of the research were:

3. Crowdsourcing the trends — November 2015 Sports Business School Finland-seminar — some 40+ respondents
4. Combining the content-wise future trends, reformulating the statements for readability and usability
5. On-line survey assessment: The probability of the trend (of coming true), the effect (strength of the impact), desirability (positive or negative) to sports business — 20+ respondents
6. Selection of 6 key trends, based on the overall scoring in Step 3. Visioning the first order (= direct) and second order (deriving from the first) of the selected trends — 13 respondents
7. Creation of Future Radars based on Step 5 Results, discussion, implications/conclusions

Based on the results it can be stated that sports business is likely to live through significant changes in the timespan covered. The changes take place in all perspectives: Technological, Organizational and Personal. Also the effects of these changes will touch all perspectives, and the consequences of the trends are numerous and versatile. Researchers recommend actors in sports business to select small amount of trends and consequences for their own strategy formulation and discussion since the data from a national study with limited pool of respondents was already rich in volume and variety.

The researchers also observed difficulties in fostering data creation via online means, leading to a lengthened research process. Obviously modern tools should be developed enabling respondents to focus on the content over format as and see the big picture of the research and its aims. This would smoothen both the academic process as well as the pragmatic strategic development in sports. New tools would allow wider sampling, that would positively impact the quality.

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Corporate Social Responsibility In The German Professional Soccer League — The Interrelationship Between Corporate Social Responsibility Economic Performance, Social Engagement, Brand Identity And Sporting Success

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Aim of the research project

The ongoing professionalization in football suggests that football clubs and football associations can no longer be regarded purely from a sportive point of view but also from a sustainability perspective. This development suggests that the implementation of Corporate Social Responsibility as an opportunity oriented/ proactive approach may be regarded as particularly important for the professional football.

Based on the assumption that football specific CSR business models are needed, an innovative model has been developed which strongly considers the specific challenges of professional football. Within the conducted study and based on the described assumptions, the following research questions had been examined: *Is there an interrelationship between Corporate Social Responsibility and the sporting success of professional football clubs?*

Theoretical framework

It is of prime importance to consider the special conditions and challenges of professional football. Particularly the sporting success as the main aim of the football business model should be outlined in comparison to the economic business models of normal business companies, in which the economical perspective is solely related to monetary profit and loss (Gabler Wirtschaftslexikon, 2016).

Based on the previous explanations, the special characteristics of football and the necessity of a new CSR-management approach in football, a study was conducted at the Center for Advanced Sustainable Management (CASM). Aim of research was the analysis of functional chains between the three topic dimensions and sporting success in the context of CSR. In the academic research the direct link between CSR and sporting success often has not been part of any research. However, for developing and implementing a consistent CSR-football-strategy, the link of CSR to the core goal of the clubs — sporting success — is highly necessary. The new and innovative CASM football model which is based on the Triple Bottom Line (Elkington, 1997) considers these football specific aspects and their correlations for the first time:

- *Economic performance:* The first dimension evaluates the sustainable economic success of football clubs and the interrelation with sporting success.
- *Social engagement*: The second dimension comprises the social and ecological engagement of the clubs and compares it with the sporting success.
- *Brand identity:* The third dimension assesses the brand perception respectively the brand position of football clubs and the perceived associated attributes and the interrelation with sporting success.

Methodology, research design and data analysis

For the conducted study, a mixed methods approach was applied. Specifically, this mixture of methods encompassed qualitative as well as quantitative methods of scientific examination to generate holistic results:

Internal/external analysis: In the context of the study two online-based survey were designed which were aimed to football fans as well as to clubs of the German Bundesliga (1st and 2nd division). Both surveys were aimed to provide specific data about the interrelationship between the described dimensions.

Correlation analysis: To validate the described dimension and potential implications through Corporate Social Responsibility, a correlation analysis was used as a data processing tool.

Sporting analysis: The sporting performance of the 36 clubs of the German football leagues (1st and 2nd division) were analysed within the time-period of 10 years (season 2004/2005–2014/2015).

Interviews: In addition to the analysis, interviews with football associated persons were held to validate the gained data and insights.

Results and discussion

Based on the results of the analysis, a potential interrelationship between the defined dimensions and sporting success could be identified. In this context, the examination of the interdependences between the economic performance, social engagement, brand perception and sporting success identified strong

interrelations. Especially the interrelationship between the economic performance and sporting success as well as the interrelationship between the brand perception and sporting success could be identified within the conducted study. One example of strong results is the fact that 78% of the participants stated that they would fully understand and support higher investments of football clubs, if the clubs act perceivably sustainable in the same way. The fact that 32% of the participants would quit their status as a supporter or member of the club, if the club has a weak public image, shows the strong influence on the brand of the club. The interrelationship between social engagement and sporting success was of an indirect nature. But the fact that 34% of the participants indicated that perceivable social engagement would raise their interest in football is an evidence for the necessity of fostering the social aspects of CSR.

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Leading In Multiple Contexts: Investigating The Meaning Of Leadership For Sport Officials

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Aim

Sport officials (e.g., referees) are an essential element of sporting competition, with the role of facilitating structure and fair play, the quality of spectator experience, and an environment conducive to optimal athlete performance (Cuskelly & Hoye, 2014; Kellett & Shilbury, 2007). With the exception of research on self-perceptions and career ending factors of football referees (Rullang, Emrich, & Pierdzioch, 2017), sports officials have received very little attention in the field of sport management in comparison to athletes and coaches. Moreover, with such explicit positions of influence in the sporting environment, it is surprising that sport management research has yet to address the notion of leadership as it relates to officiating. The aim of the current research is to address this gap in the literature and gain initial insight on the meaning of leadership in the context of sport officials. Our investigation was framed around two main research questions: what characteristics are representative of an ideal leader in officiating?; and, what is the meaning of leadership in the context of officiating? This process in turn provided the foundation for a conceptual framework, which is developed and discussed in relation to the officiating context and other environments.

Theoretical background

The literature defines leadership in a multitude of ways, with the concept traditionally considered in relation to aspects such as leader traits, skills, behaviors, and the occupation of an administrative position. From these perspectives, a leader-follower relationship has generally been specified with implied boundary conditions (e.g., an organization or team) which provide for structure and context when defining leadership as a construct. However, the independent nature of a sport official provides for a more sophisticated approach to understanding leadership by considering multiple perspectives of influence in relation to relevant follower groups (e.g., players, coaches, spectators, and other officials). As varying contexts can alter how leadership is perceived and what attributes are considered most relevant (Zaccaro, Kemp, & Bader, 2014), the case of sport officials offers fertile ground for understanding leadership of multiple entities. These related yet distinct groups can be considered from the perspective of organizational fields (DiMaggio & Powell, 1983), which in turn provides for a more complex and malleable view of leadership and optimal leader attributes. With the nature of sport incorporating immediate decision-making and transparency, an accentuated tension appears to exist between managing appearance and relationships with key participants in the leadership process.

Methodology, research design, and data analysis

A qualitative approach was selected to gain insight on the meaning of leadership for sport officials with two different groups of basketball referees. The first group consisted of top tier officials from Great Britain (N = 34) who officiate at both the international and national levels. The second group consisted of FIBA Europe referees (N = 32) placed on an elite performance program based on their high potential as officials. All international participants demonstrated good communication skills, as FIBA regulations require their officials to obtain an English language proficiency qualification. A two-part written questionnaire was completed by each participant. In the first section, participants were asked to list five characteristics/attributes which are representative of an ideal leader in officiating. The second section asked participants to explain what the term leadership means to them in their own words. Responses were recorded anonymously to maintain confidentiality and the privacy of the respondents. Following initial coding of all the transcripts, more in-depth thematic analysis was then conducted by the researchers to identify the main themes from the participant responses.

Results, discussion, and implications

Initial findings suggest that leadership is viewed in a slightly different manner in the context of sport officiating when compared to other mainstream studies. While attributes such as expertise, communication, and confidence rate highly and are consistent with other investigations, the context of officiating appears to place a greater importance on leader characteristics relating to respect and decision-making. Key themes for the meaning of leadership included maximizing the officiating crew's teamwork and performance, being trusted by the players and coaches, and having the courage to manage difficult situations. Leading multiple interrelated groups accentuates the need for an adaptive leadership approach where multiple

meanings of leadership can co-exist, and differing sets of leadership skills can be developed and utilized in relevant sub-contexts. Implications are that leadership in officiating is a multi-faceted concept where consideration of specific follower groups is necessary to enable targeted development.

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HRM In The A-League's Early Years: The Global Recruitment Strategies Of Small To Medium-Sized Local Football Franchises.

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Aim of the research

The aim of this paper is to illustrate the perceived and potential effectiveness of the planning, recruitment and selection processes employed during the establishment of Australasia's only fully professional football league, focusing specifically on the strategic acquisition of marquee migrants from the global market place.

Theoretical background

Strategic human resource management (HRM) can noticeably increase the levels of commitment exhibited by current personal, while also shaping a sports organisations culture, identity and reputation (Taylor, Doherty & McGraw, 2008). An HRM framework effectively documents the different processes that employers follow to both recruit and retain their paid or unpaid workforce. Hoye, Nicholson, Smith, Stewart and Westerbeek (2012) present the following seven stages in their HRM framework; planning, recruitment and selection, socialisation and orientation, training and development, compensation and rewards, performance management and retention. In 2008, Elliott and Maguire examined the recruitment systems utilised within Britain's Elite Ice Hockey League (EIHL) to recruit professional ice hockey players from North America, revealing the importance of informal networks and social relationships. Bradbury and Forsyth (2012) have also examined the use HRM procedures within elite-level sport, adapting the main components of the HRM selection process into a sporting context. The assertion behind this research was that poor selection decision can not only limit an athlete's career progression, but also bring a premature end to their future/potential earnings. Rather than try to cover every aspect of Hoye et al's (2012) seven-stage HRM Framework, this paper specifically focuses on the planning, recruitment and selection phase.

Methodology, research design and data analysis

The researchers utilised an interpretive qualitative case study approach, allowing for the completion of an in-depth investigation that retains the holistic and meaningful characteristics attached to all real-life settings (Yin, 2009). The underlining belief associated with this approach is that knowledge is created through interactions between the investigator and the respondent representing the object of investigation. Semi-structured interviews, involving open-ended questions, were carried out over a two-year period with twelve professional sports administrators from Australia and New Zealand, selected specifically due to their first-hand involvement in the planning, recruitment and selection of players and coaches. Thematic analysis, involving familiarisation, indexing, charting and interpretation, was used at the conclusion of the data collection process, allowing the researchers the opportunity to extract, compare and triangulate individual perceptions regarding the effectiveness of the planning, recruitment and selection practices employed by the respondent's organisations (Yin, 2009).

Results, discussion and implications/conclusions

The findings reveal that an ad-hoc and often inconsistent approach was adopted to recruit the first wave of marquee migrants and overseas players into the A-League, with several club owners admitting that they were inflluenced by the players perceived off field appeal (i.e. their ability to put bums on seats, sell shirts and connect with the local migrant communities) than their professional attributes (i.e. their ability to out perform their local teammates and provide a competitive advantage on the field). In comparison, the first wave of A-League coaches were typically recruited solely on their past results and/or ability to extract the best results with the human resources available/provided. It was however acknowledged that the nationality of the coach had a direct influence on the nationality of the players recruited, resulting in many clubs over-looking local employees in favour of those from overseas. In keeping with the findings of Elliot and Maguire (2008), established social networks/relationships emerged as one of the most common methods of acquiring players from outside the local region, many of whom were not required to experience the same recruitment process as their local, often younger, teammates. The cost-effectiveness of recruiting high profile "big money" foreign signings in a salary-capped enviroment was questioned, with several interviewees admitting that the acquisition of an experienced marquee migrant on a short-term contract was initially prioritised over the long-term investment in established local recruits. Many of the A-League teams have, over the last five years, subsequently formalised their relationships with overseas clubs, reducing their reliance

on their employees personal networks and resulting in what was perceived to be a much more structured "professional" approach to acquiring the services of the marquee migrants. The conclusions and recommendations suggest the adoption of less subjective, more scientific, approach to local and international player recruitment, prevalent in the more established football markets of Europe and South America, and/or other professional sporting codes found in Australasia (e.g. AFL, Rugby League).

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Views In Strategy And Their Translation To Non-Profit Sports Management

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Aim of the research

Talking about strategy there are several ways to systematize the literature. Mintzberg, Ahlstrand and Lampel (2012) distinguish several strategic schools whereas Whittington (1996) postulates four basic perspectives: the planning approach, the policy approach, the process approach and the practice approach. Jäger and Beyes (2010) make a distinction between two different approaches: instrumentalist approaches, which focus on strategic tools and approaches that focus on strategic concepts.

Looking in sport management textbooks, we mostly find instrumentalist approaches like the planning and the process approach therein — often combined. In the opposite empirical studies about strategy in sport organizations mostly use middle-range theories to frame their research, for example stakeholder theory or the strategic orientation framework.

What we do not find to date is a discussion about theories of strategy and its usefulness for sport management research and practice. As a result the discussion about strategy in sport is mainly not connected to the state of the art in strategic management research. This paper will provide first steps to fill this gap. For this the following research questions will be discussed: Which elements of existing theories of strategy can non-profit sport organizations use for the development of a strategy? Which steps shall be conducted in order to develop an appropriate strategy for non-profit sport organizations?

Theoretical background

The management of sport seems to have several specific features like its social value, its event-oriented organization, the uncertainty of outcome in sports competitions, the irrationality of the fans, the primacy of success in sport over economic success, the variable quality of sporting performance, its cartel-like organization, the coopetition between central actors (especially in sports leagues), and the differentiation of the system between grass-root and high performance sport (Smith & Stewart, 2010).

Sport organizations underlie — like other non-profit organizations — a (perceived) market pressure, which makes it necessary for them to act in the field of the often contradictory rationalities of its own mission focus and commercial imperatives. The tension between the different rationalities of mission and profit seems to be one major strategic challenge for non-profit sport organizations (Jäger & Beyes, 2010).

Following Mintzberg et al. (2012) there are five broad patterns of strategy: strategy as plan, as a pattern, as a position, as a perspective and as a ploy.

Methodology

An integrative literature review (Torraco, 2005) in the databases EBSCO, JSTOR, Oxford Journals, Sage Journals Online, ScienceDirect and Springer Link using the key terms "strategy" and "strategic management" was conducted to identify the most relevant theories in the field. These are the resource-based view, the market-based view, the knowledge-based view, the network-based view, and the strategy-as-practice view. Based on the five patterns approach of Mintzberg et al. (2012) the usefulness of these five theoretical views for the management of non-profit sport organizations is analysed.

Results and implications

To answer research question one it can be stated that although being different to for-profit companies there are several elements of the theories of strategic management that can be used by sport organizations for the development of strategy. These are mainly the concept of cost-optimization (not maximization), Porter's five forces, implementation of information management strategies, and building up networks.

With relation to research question two it was identified that the knowledge about the own resources and the capabilities should be the starting point in the strategy development process of non-profit sports organizations. Within the next step the assessment of the market structure is proposed in order to see, whether the organization can succeed (however it is defined) and compete under given resources. Then the internal knowledge of the organization should come into focus, here especially information management systems as well as tacit knowledge of the organization. Based on this the options for cooperation with different partners in networks should be considered to gain competitive advantages against others and to maintain survival and stability. Finally, the last step is to live the strategy and in conclusion to create it via social inter-

actions and cooperation. It is therefore much more difficult to develop a strategy for non-profit organizations due to the different organizational structure in comparison to profit-oriented companies.

In this paper a potential framework is presented, which is deducted from already existing knowledge. Future research should address topics like the analysis of the practices of strategic management in non-profit sports organizations on different levels, the identification of the needs of the practitioners that are involved in non-profit sport organizations' strategizing processes or the development of strategic management tools for non-profit sport organizations.

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Motivating Clubs To Participate In League Systems In Individual Sports — A Stimulus Contribution Theory Analysis

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Aim of research

In team sports, a league system represents the main format for competitions. But, over the last decades, especially in Germany, more and more sport federations organising individual sports have also introduced league systems. A league is characterized by a cooperative network of voluntarily associated sport clubs (Noll, 2003). Its existence and success are essentially dependent on the clubs willingness and capability to take part in the league by providing a team of selected athletes and other resources. However, a club will only take part in a league, if it can benefit from it (Szymanski, 2003). Therefore, a couple of incentives has to be provided by the league governing bodies to motivate the clubs to participate. The research question of this paper is, which incentives motivates sport clubs to participate in a league system of their individual sport and what do the clubs contribute to maintain the league competitions?

Theoretical background

The stimulus contribution theory (SCT) frames the empirical study. The SCT defines general conditions under which an organisation can motivate its members to provide contributions, and thus ensure the survival and value-creation of the organisation (Barnard, 1938; March & Simon, 1993). Usually, the SCT is used in the field of human resource management to define the relation between an organisation and the contribution of its individual members. But it can also be applied to organisations in the role as members (Schulz-Valz, 2006). In the case of league systems the clubs represent the organisational members. According to the SCT, the league's survival is assured, if it is possible to establish a balanced relation between the offered incentives by the governing body and the contributions provided by the clubs (incentive-contribution-balance). Incentives of a league system to get contributions of the participations are implemented in the design (structures and regulations) of a league (Szymanski, 2003).

Methodology

The study has an explorative character. Four case studies were executed in judo, table tennis, golf and triathlon. For data collection qualitative problem-centered interviews were carried out. Eight interviews with league organizers from the selected sport federations (two interviews in each sports) were conducted to identify the intended incentives. Furthermore, 26 interviews in total were executed with the managers of the first division's clubs of the four selected sport leagues in order to explore the valuation of the incentives, the provided contributions of the clubs and their incentive-contribution-balances. For data analysis a qualitative and quantitative content analysis was conducted.

Results

The examined individual sport leagues combine elements of the European (open league design, multiple league levels) and the North American league system (playoffs) to provide incentives for clubs. The league matches are scheduled in gaps of major international competition periods, several teams meet simultaneously to reduce the travelling costs for the clubs, or a different match system is chosen to present the sport more attractive. Particular emphasis is placed to strengthen the clubs as institutions educating sporting talents and to provide opportunities to promote the clubs through home matches. Participating in the league system offers the first division clubs psychographic (image as performance-oriented club, public attention), functional (educating talents, sporting success), social (team spirit) and economic (sponsorship commitment) benefits. The clubs themselves provide mainly financial (starting fees, travel expenses) and organizational contributions (organising home matches, athletes' acquisition and bond). All in all, the clubs' incentive-contribution-balance is positively balanced in 75% of the cases and they appreciate to participate in the league. However, in particular in judo, 80% of the clubs draw a negative balance. In the Judo league system, improvements of the league's design are demanded, e.g. more rights of co-determination or more home matches.

Conclusions

Compared to other sport competitions league governance in individual sports need specific efforts and measures, besides sporting performance criteria, to motivate clubs to become a member of a league. Using a qualitative research approach and the stimulus contribution theory, the empirical study has provided enlightening insights into the valuation of incentives and the incentive-contribution-balance from the view

of first division clubs. Further research is needed using quantitative methods and extending the number of individual sports leagues and the divisions regarded.

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Sport Marketing

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Attitudes Toward The Restriction Of Alcohol Sponsorship In Sport

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Aim

This study explores New Zealanders' acceptance and perceived effectiveness of proposed policies to restrict alcohol sponsorship in sport, and the extent that these attitudes vary according to demographic, behavioural and psychological variables. The aim of the study is therefore to generate insights that will be useful for various stakeholders associated with alcohol sponsorship in sport.

Literature review

Sponsorship is a key source of funding for sport organisations (Lamont, Hing & Gainsbury, 2011) and alcohol features prominently in these relationships. According to McDaniel, Kinney and Chalip (2011), alcohol has an institutionalized connection to sport, in which it is often hard to find one without the other.

In New Zealand, there is concern over the embedded role that alcohol has in society and how this is perpetuated through alcohol sponsorship in sport. Many developed countries including New Zealand have policies to restrict alcohol consumption and reduce alcohol related harms (Seo, Chun, Newell & Yun, 2015). To this end, a New Zealand Ministerial Forum has produced a series of recommendations that aim to restrict alcohol sponsorship in the sport community. The recommendations included alcohol sponsorship bans across all broadcast sport, and for naming rights at sport venues.

In the public opinion literature, older people, parents, women and lighter drinkers have been found to be more supportive of alcohol-related restrictions (Lund, Halkjelsvik & Storvoll, 2016). Those with a "self interest" (i.e., engaged behaviourally or psychologically within a sport community that depends on alcohol sponsorship for survival) may be less in favour of restrictions as smokers were during the implementation of anti-tobacco policy.

Due to the crucial role public opinion has in a democratic society, proposed policies benefit from the public's acceptance and understanding (Seo, et al., 2015). Despite numerous related studies, no research has looked specifically at public opinion towards restrictive alcohol policies with relation to sponsorship in sport. So, this research adds to the body of literature on government policy, alcohol and sport sponsorship while also contributing directly to the current debate in New Zealand about the proposed recommendations.

Methodology

Eight hundred and ninety-two adult New Zealanders comprised a sample that was skewed female and older. Analyses conducted to produce a "nation-wide" snapshot of views on this important issue were duly weighted to control for these skews. An online questionnaire was circulated electronically with the assistance of a market research firm. The questionnaire consisted of 28 items including demographics, alcohol consumption patterns, sport participation, and items measuring acceptance and perceived effectiveness of the proposed restrictive policies. In addition, to assess the "self-interest" phenomenon, psychological involvement in sport was measured using the three dimensional scale of Beaton, Funk & Alexandris (2009). The three dimensions are pleasure, centrality and sign.

Results and discussion

The key finding of this research is that neither New Zealanders considered collectively nor any subset based on age, gender, demographics or underlying psychology reported strong views towards the Ministerial Forum's recommendations. Questionnaire respondents reported descriptively higher levels of acceptance for the proposed recommendations than they did perceptions of how effective they might already be, which perhaps reflects a mixture of tolerance and scepticism. Although moderate, most results were consistent with extant literature (e.g., Lund et al., 2016) insofar as young males, those who drink, participate and/or reported being psychologically involved in sport were most strongly opposed to alcohol sponsorship restriction, whereas the elderly, females and non-drinkers were the most supportive of alcohol restriction.

Contrary to previous literature, parental status was not significantly related to acceptance and perceived effectiveness of the recommendations. The results of the study are useful for government officials attempting to gauge public opinion on the recommendations as well as sport managers, prospective sponsors and other sport policy makers.

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Gamification Through Fantasy Sports — Empirical Findings In The Context Of Professional Sport Leagues

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Aim of the research

In order to increase interaction and develop deep relationships with their fans, sport league brands use gamification applications, like fantasy sports (FS). Dwyer and Drayer (2010) define FS as an "ancillary sport service, heavily associated with real-world sport statistics. Fantasy sports participation is primary an online activity that is completely customizable, interactive and involves nearly every major professional sport (…)". FS is a tool to foster interactive engagement patterns between the league brand and its fans. As the impact of gamification on gaining and retaining fans seems to be a rather unexplored topic in sport marketing literature the study focuses on empirically testing the effects of FS participation on sport fans' attitudinal parameters towards league brands in the US and Canada.

Theoretical background

Technological developments have contributed to new forms of engaging customers by motivating people to proceed various individually and collectively beneficial behaviours. A popular evolvement in this area is gamification, which we thereby define as a process of engaging customers to participate in playful experiences in non-game contexts. This field has raised interest as it enhances the level of interaction by integrating hedonic elements to customer engagement.

In marketing literature, the customer-firm-interaction is considered in various contexts and influenced by cognitive, emotional and behavioural dimensions (Brodie, Hollebeek, Jurić, & Ilić, 2011). The special context reflected upon in this study is sport fans' hedonic experience driven behaviours reflected in the concept of customer engagement behaviour (CEB). CEB is conceptualized beyond customers' attitudinal drivers. It includes behavioural aspects focused on a customer-firm-relationship (van Doorn et al., 2010). Adapted on the given platform context of FS, CEB contains sport fans' motivational patterns to engage in league brand-related gamification applications. Sport fans are intrinsically motivated in voluntarily engaging in a process of exchange on a FS platform. By that, they interact with the sport league brand and a much broader network of diverse actors.

For the purpose of this study the constructs consumption capital, attitudinal loyalty and word-of-mouth (WOM) are chosen in order to evaluate the effects of gamification through FS towards professional sport league brands.

Methodology

The empirical study combines descriptive with experimental research in a between-subject design, where respondents are posteriorly allocated by indication whether or not they participate in league-related FS. From there the assessment of the different constructs consumption capital, loyalty and WOM as dependent variables are measured via a standardized online questionnaire using 7-point likert scales for measuring sport fans attitudes towards sport leagues. A standardized online questionnaire is used to gather data from sport fans in North America. During the survey period a total of 189 responses are recorded. After adjusting data, a valid total of N = 122 is deducted and used for analyses.

For testing the formulated hypotheses, a one-factor ANOVA with an in-between group design is performed for parameters consumption capital, attitudinal loyalty and WOM in order to evaluate the influence of gamification on sport league brands through FS.

Results and discussion

The comparison of construct means for variables consumption capital, attitudinal loyalty and WOM between engaging players (N = 57) and non-engaging players (N = 65) of FS show significant differences in favour of users of gamification applications hosted by the sport leagues. This implies that sport fans who engage in a FS-league have a higher knowledge about the sport and the league, which refers to consumption capital. Furthermore, they have a higher attitudinal loyalty and spread more positive WOM. Thereby sport fans' engagement behaviour via interactive experiences between actors on the platform FS is evident (Brodie et al., 2011).

Through gamification in the form of FS the experienced emotional and gameful engagement behaviour lead to positive brand related outcomes, including loyalty and development of deep and long-lasting re-

lationships (Harwood & Garry, 2015). Being highly engaged, customers enhance their satisfaction, commitment and trust with the brand, which consequently leads to the gaining of new and the retaining of existing customers (Hollebeek, 2011).

The study serves as an impulse to identify forms of CEB in a sport context and gives implications to which extend gamification can expand the multidimensional fan-league relationship.

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Development Of A Typology Of The Fans Of The Red Devils And Its Meaning For The Future Marketing Campaign

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Aim of the study

Recently the Belgian national football team ('The Red Devils') have known several commercial and sportive successes. After the 2014 FIFA World Cup Finals the Belgian team was even ranked number one on the FIFA World Ranking of National teams. To better understand these successes the research project presented here, explores a fan typology of the Red Devils: Who are these fans? What motivates them? Is this a temporary or a sustainable phenomenon? A concrete mapping of the Belgian national football fan can indeed give an insight in the impact of the performed marketing campaign for the brand 'Red Devils' and can provide suggestions for future campaigns. It includes also an international benchmark, to position the Belgian football fan on an international level.

Theoretical background

Smith and Nicolson (2003) have highlighted the importance of understanding the behavior of sport consumers in terms of two-, three- and multidimensional typologies. The past decades sport consumer behaviour has received a lot of attention. Recent research of de Carvalho, Scheerder, Boen and Sarmento (2013) explored the reasons for people going to football stadiums based on a multidimensional fan typology.

Methodology

To explore the Red Devil fan typology a multidimensional approach of ten factors was applied (demographics, underlying motivations, emotional connection, financial connection, identity, loyalty, connective focus, overt experiences, attendance at games, and results). The data collection was retrieved from a survey completed by the Solvay Alumni VUB and ULB (n = 271).

Results

Multivariate analysis — factor- and cluster analysis — delivers the following multidimensional (six-piece) typology: striker, playmaker, midfielder, defender, goalkeeper and benchwarmer[1]. Each representing a degree of fandom from strong to weak and all supported by seven different factors: football, activities, attention, identity, pleasure, family and loyalty.

International benchmarking shows that the Belgian fan is not very committed compared to other countries, e.g. Spain and the UK. To become a solide and sustainable fan the 'midfielders' and 'defenders' should be targeted with long-term marketing campaigning, in alignment with other initiatives like co-creation, a more transparant management and joining a fanclub.

[1] The degree of fandom is indicated by positions on a football field. This is a pure (marketing) indication, with no intention to discriminate or to position the one above the other. The goal is to have a marketing influence (for the future) and to have a better visualisation of the typology.

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Hidden Agenda In Sports Sponsorship Decisions

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Aim of the research

Sports sponsorship has been growing constantly over the past decades. The therewith associated professionalization results in an increasing need for strategic planning of sponsorships (Cornwell, 2008; Hartland, Skinner & Griffiths, 2005). Thus, sponsorship decisions should be derived from the corporate strategy and be compliant with the objectives of the organization (Hohenauer, 2016). However, matters are sometimes different in practice. Hohenhauer (2016) indicates that the personal interests of the CEO in sport often influences the decision which property to sponsor. Empirical studies which investigate the extent to which corporate objectives and personal motives influence sports sponsorship decisions are missing. The aim of our study is to close this gap. Accordingly, we pose the following research questions:

RQ1: How do sponsors evaluate the existing corporate sponsorship objectives in sports?

RQ2: What are the real and perceived individual sponsorship objectives in sports?

RQ3: How do corporate and individual sponsorship objectives influence sponsorship decisions?

Theoretical background

A lot of research has been conducted on corporate sponsorship objectives over the past years. The main corporate objectives stated in academic literature are increased awareness, an enhanced company image, and an increase in sales or market share (Greenhalgh & Greenwell, 2013; Hohenauer, 2016). A selection of additional corporate objectives outlined by Greenhalgh and Greenwell (2013) consists of the involvement with the community, building of trade relations and goodwill, alteration of public perception, engagement in social responsibility, enhancement of employee relations, and the blockade of competition.

Individual sponsorship objectives in contrast are hardly examined in academic literature. Cornwell (2008) mentions enthusiasm of the CEO towards a particular sport. Hohenauer (2016) describes the CEO's interests in sport as individual objective. Hartland et al. (2005) formulate personal objectives vaguely as management interests. Referring to management literature, as suggested by Cornwell (2008), personal motives of managers might consist of prestige, achievement, success, job security, influence, identification, power etc.

Cornwell (2008) indicates sponsorship decision-making is influenced by both business objectives and personal interests. Hartland et al. (2005) argue that the corporate objectives are the main priority nowadays while personal objectives have the least if any impact on sponsorship decisions. In contrast, a sponsorship expert interviewed by Hohenauer (2016) stated that many decisions are based just on gut feeling, because the CEO fancies the sponsorship. These contradicting statements illustrate the need for further empirical investigation within this subject.

Methodology and research design

The examination of managers´ personal interests and their influence on sponsorship decisions is challenging (Cornwell, 2008). That is why we use the Delphi method as appropriate research tool. The Delphi method can be applied for "distinguishing and clarifying real and perceived human motivations" (Linstone & Turoff, 1975, p. 4). It is therefore regarded as a proofed tool for uncovering hidden personal motives. We apply a qualitative approach of the Delphi method to identify the sponsorship objectives and their influences on the sponsors´ decision-making. Psychological effects as opinion leadership or peer pressure are excluded due to the anonymity of the experts (Linstone & Turoff, 1975). Another advantage of the Delphi method consists of the feedback edited and reflected by the monitor team. The feedback stimulates cognitive processing and triggers a reconsidering of the experts' first-time answers. The responses are of higher quality than these of a one-time questioning. A highly accurate application of the Delphi method is identified as critical success factor for data collection. We plan to interview a sample of approx. ten experts in the field of sports sponsorship in three Delphi rounds. The experts have already ensured their participation.

Results

We are not able to provide empirical results of this study yet. The Delphi study is conducted in June 2017. We will complete the research report by the end of July. Thus, the project along with its empirical results will be presented assuredly at the conference in September 2017.

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Revenue Realization From Tailgating Activities: An Entrepreneurial Business Model

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Introduction

Tailgating in the United States (US) is a lucrative and increasingly expansive industry as estimates indicate that 80% (240 million) of the US population participates in tailgating events at least once each year and expenditures exceed $35 billion per year on various tailgating activities, supplies and equipment (Motorsports Marketing Forum, 2012; Yost, 2006). However, the demand for tailgating is not confined to the US, and the existence of an under-recognized latent demand beyond the US has already been noted (Gillentine, Miller, & Gallagher, 2015).

The aim of this presentation is to introduce a business model to facilitate tailgate-based entrepreneurial activities by individuals or organizations in order to assist them in identifying and recognizing the benefits it can provide. The proposed model will identify the entrepreneurial ecosystem components that can facilitate the sustainable enhanced growth and development of tailgating as a revenue source.

Literature review

Recent collegiate and professional US football games have been embraced in the city centres of Dublin and London. In the UK and Ireland, an ability to socialize with friends and family is very much part of the match day experience. The growth in tailgating activity/revenue in the US can be attributed to the existence of innovative sports-based entrepreneurs. Additionally, organizations have already recognized and capitalized on its popularity as a revenue source by supplying goods and services to heighten the tailgating experience (Gillentine, Miller, & Gallagher, 2015; Yost, 2006).

Although no uniform definition of a business model exists, it has been described as the cognitive link between entrepreneurial assessment of the opportunity and its management (Fiet & Patel, 2008). A business model limits vague entrepreneurial ideation as it identifies opportunity, ascertains the pertinent goal set that compels entrepreneurial action and organizational installation, and stimulates the organizational behaviors that act on the opportunity (George & Bock, 2010).

The current under-realization of tailgating as a revenue stream, beyond the US, should not be taken as an indicator that it is ineffective or lacks the potential to realize real benefits for the sport and entertainment organization(s). Rather it may be symptomatic of a lack of clear direction and guidance in an activity based upon multiple activities and stakeholders that interact over a relatively short period. Gillentine et al. (2015) noted that the growth of tailgating has been wholly organic, disjointed, and unstructured. Therefore, the formation, growth potential, and success that unifies and accelerates the development of new entrepreneurial activities, such as tailgating at sporting events, could be facilitated through the development of a new, unique business model.

The new model includes insights from the previous literature that consists of significant elements of entrepreneurial ecosystem approaches. This approach offers a framework from the amalgamation of insights from academic literature as well as the valuable novel contributions from practitioners (Thurik, Stam, & Audretsch, 2013). Synthesizing theory from the entrepreneurship literature and practice, this presentation develops a conception of sustainable tailgating entrepreneurship through the theoretical lens of the entrepreneurial ecosystem approach. The entrepreneurial ecosystem approach may be defined as "a set of interdependent actors and factors coordinated in such a way that they enable productive entrepreneurship" (Stam, 2015, p. 5). Thus, the proposed entrepreneurial ecosystem approach theorizes that the interdependencies within the entrepreneurship context must shift from the quantity to the quality of entrepreneurship.

Discussion and implications

Although the effects of the sustainability of tailgating entrepreneurship and value creation outside of the US have not yet been analyzed, the entrepreneurial ecosystem approach offers valuable elements for an enhanced comprehension of its performance. Specifically, this presentation will offer a model that illustrates how tailgating inputs such as policies and procedures can affect potential direct outputs such as revenue production and value added items as well as indirect outputs such as fan loyalty. The model includes a symbiotic community of varied actors (individuals, organisations and institutions), factors (tangible and intangible resources) and actions (physical, interpersonal and social). The model proposes the actors, factors,

and actions operate inter alia within a connected, holistic system. By doing so, a synergized environment will exist that fosters organic entrepreneurial activity that realizes a range of mutually sustainable social and economic benefits for both participants and sports organisations. This research takes a first step towards stimulating and enhancing our knowledge about an under realised revenue source as well as developing the hitherto neglected theory of entrepreneurial ecosystems in sport.

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Affiliation Vs. Contribution: Sponsorship Communication Effects On Consumer Response

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Aim of the study

Sponsorship has become an important marketing communication tool. An issue that remains debated is how sponsors should communicate their sponsorship engagement. This study identifies two approaches — affiliation and contribution — and investigates their effects on consumers' sponsorship response.

Theoretical background and hypotheses

A sponsoring company pays a fee to a sponsored property and receives the authorization to associate itself with the sponsored property and advertise this association. If the sponsor actively communicates to its target audience predominantly the association, we call this sponsorship communication approach *affiliation*. If the sponsor actively communicates a concrete, relevant and visible contribution the sponsor provides for the sponsored property (usually originating from the company's core business), we call this approach *contribution*. The beer brewing company Bitburger, for example, uses the affiliation approach for its sponsorship of the German Soccer Association (DFB), because it advertises its association with the DFB, but communicates no concrete contribution to the DFB. The German airline Lufthansa, on the other hand, actively communicates its specific contribution to the DFB and its members, that is, all required air services. These observations lead to the research question, whether — based on theoretical grounds and empirical evidence — any approach is more effective in terms of consumer response to the sponsorship.

We use attribution theory, schema theory, and social identity theory to build our framework and explain how the affiliation and the contribution approach may differ in their impact on consumers' sponsorship response conditional on the level of identification with the sponsored property (Ashforth & Mael, 1989; Heider, 1958; Kelley & Michela, 1980; McDaniel, 1999). We suggest in line with schema theory that if a sponsor provides a concrete contribution, this enhances the fit between the sponsor and the sponsored property (H1). Information about a sponsor's concrete contribution can also help consumers perceive more altruistic sponsor motives (H2). Yet, these favorable effects are restricted to individuals at least moderately identified with the sponsored property, because only these consumers use the relevant information at their disposal to shape fit perceptions and justify altruistic sponsor motive attributions (H3, H4). Finally, in line with existing sponsorship research, both sponsor-property fit perceptions and altruistic sponsor motive attributions positively influence consumers' attitude toward the sponsor (H5, H6).

Methodology and research design

A pre-test (n = 45) tested the stimulus material (fictitious press releases) and confirmed that consumers indeed perceived the contribution approach as more 1) concrete, 2) relevant, 3) visible and 4) originating from the core business of the sponsor than the affiliation approach.

In the main experiment 228 respondents received randomly one of the press releases and answered a questionnaire measuring their attitude toward the sponsor, attributed sponsor motives, perceived sponsor-property fit, and level of identification with the sponsored property with established multi-item scales (Cronbach alphas: 0.69–0.95). The manipulation check again confirmed that the affiliation/contribution manipulation was successful.

Results, discussion, and implications

To test the hypotheses, we performed a moderated mediation analysis using Hayes' (2013) PROCESS macro (Model 7, bootstrap sample = 5,000). The manipulated communication approach (0 = affiliation, 1 = contribution) served as the independent variable (X), perceived sponsor-property fit and attributed sponsor motives served as the mediators (M), and attitude toward the sponsor served as the dependent variable (Y). We found a significant index of moderated mediation for both perceived fit and attributed sponsor motives, supporting H1, H2, H5, and H6. We tested the mediation effects at different identification levels and found significant mediation for perceived fit (sponsor motive attributions) only if identification was above the mean (at or above the mean). Supplementary analyses using Johnson-Neyman significance regions indicated an identification value of 1.86 (1.29) as sufficient for significant positive effects of contribution to occur on perceived fit (sponsor motive attributions). These results support H3 and H4.

Sponsors can use this information for selecting appropriate sponsorships and aligning the sponsorship communication strategies accordingly. On a more general level, the study provides a practicable approach for sponsors to differentiate themselves from ambush marketers, as ambushers can never communicate a concrete contribution for the property they want to be associated with. While some limitations — in particular with regard to the external validity of such an experimental design and the generally low levels of identification — remain, this study can be an important step in investigating how companies should communicate their sponsorships to maximize sponsorship effectiveness.

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The Acquisition Of Marketing Permissions In Professional Football Clubs

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Aim of the research

The acquisition of personal fan data is some of the main digital transformation challenges professional football clubs are faced with. The reason: in order to contact a fan via interactive communication, the clubs require the fans' marketing permission. But cross-industry companies such as professional football clubs are struggling with this acquisition so that the gap between potential customers and those who can be effectively contacted, is enormous. Regarding to this challenges, the aim of this study was to examine how the acquisition of marketing permissions needs to be configured in order to increase the customer's willingness to reveal personal data without neglecting the case law.

Theoretical background

Out of the duty and responsibility of a transparent handling of personal (fan) data, the research field of permission marketing is grown. It preaches to understand the necessary marketing permission as a chance to increase the acceptance of advertising, instead of perceiving it as a statutory duty. The underlying theoretical framework of this approach is the theory of psychological reactance: when people perceive that their freedom is reduced or threatened by others, they are likely to experience a psychological reactance where they attempt to restore the freedom (Lee & Lee, 2009). Transferred to the present context, reactance arises when the costs of a marketing permission exceed the benefits. If that is the case, costumers desire to preserve self-determination by refusing the marketing permission (Wissmann, 2013). Several studies such as those from Krishnamurthy (2001), Phelps, Nowak and Ferrell (2000) or Premazzi, Castaldo, Grosso, Raman, Brudvig, and Hofacker (2010) have identified certain (possible) value drivers and barriers of an advertising consent. It was found out that (among others) incentives, the relevance of the advertisement content and a high self-determination during the data provision increase the willingness to provide data. Whereas a high registration effort, the assumed effort for the permission withdrawal, privacy concerns and concerns about annoying marketing communication reduce the willingness. But the findings seem clearer than they are: the few existing studies provide quiet different results, which determinants are drivers or barriers of a permission decision making process. Furthermore, barely studies were executed in Europe (where the data privacy act is eminently restrictive) and none of them in the context of sports (with its exception of fans as consumers).

Methods

To answer the research question, two methods have been used: for the purpose of identifying potential for optimization concerning the permission acquisition, an online-experiment using a between-subjects design with twelve sample groups each with 52 subjects (N = 624) was conducted. The main research question was if and to what extent the willingness to provide a marketing permission can be positively influenced by changing the contact channel (Newsletter registration, raffle participation or online shop purchase), the offered incentives (with or without a €5 online shop coupon) and/or the detailedness of the explanatory text (extend of prior information about the data usage). This independent variables were chosen, because they are simplest stimulable by the clubs and delivered contradictory results in former studies. The participants received a description of a specific situation as the experimental stimulus. Afterwards an evaluation of preferences and operational intent between the different sample groups followed.

Furthermore an analysis of documents (such as newsletter registration forms, raffle participation cards or online shop transactions) from the 36 clubs of the first and second German Bundesliga was conducted (followed by a content analysis), in order to verify the current permission acquisition.

Results and discussion

As the online-survey approved, the type of demanded personal information, the contact channel and the detailedness of the prior information do have a significant impact on the fans' willingness to provide a marketing permission. So the privacy concerns increase significantly, when asking the consumer for more personal data than the name and the e-mail address, whereas detailed prior information lower those. A newsletter registration offers the best boundary condition for seeking marketing permissions. Moreover the study underlines former results that the usage of incentives is not necessarily a proper way to increase the willingness to provide data.

The content analysis has shown that almost none of the 36 clubs of the first and second German Bundesliga conducts a gapless, legally impeccable permission acquisition with a high stimulative nature. Thereby they waste potential to decrease reactance and increase the willingness to provide a marketing permission. Although the survey results bared a number of significant improvement potentials, the explanatory power of the findings lies in the lower mid-range so that further studies with additional variables need to be done.

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Digital Sports Branding: A Comparative Study Of Critical Success Factors For Digital Branding Strategies Of High-End Company Brands Versus Celebrity Athlete Brands

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Aims and anticipated benefits

In digital sports branding, company brands and human brands are two different manifestations of brands.

The differences in the branding strategies result in particular from the fact that one case is a human person and the other case a business organization. The personality of the individual person plays an important role in the shaping of human brands, while corporate brands are characterized not least by their product range and their sector. In addition, the life cycle of a human brand is usually limited by the lifetime or the duration of careers, while company brands often have survived for several generations.

The purpose of this study is to examine the strategies of successful company brands and celebrity athlete brands to uncover critical success factors for applied digital branding strategies of both brand constructs. This will be achieved in two steps. First, the aim is to understand the digital branding strategies of celebrity athletes before investigating company brands in similar fashion. Understanding critical success factors for both brand concepts will be the basis of the third part of the study which aims to identify differences and similarities of the applied branding strategies between company brands and celebrity athlete brands.

Research gap

Although there is a large number of studies dealing with the theme of digital branding strategies, no studies could be found in the literature research that deal with a comparison of the branding strategies of corporate brands and human brands.

The studies deal either with the special features of the management of human (sport) celebrity brands or with the requirements in Online Marketing for companies.

Examples for studies which give a look at the attachments of human celebrity brands are Thomson (2006) as well as Loroz and Braig (2015). Keller (2009) deals with the development of strong brands in a modern marketing communications environment. Carlson and Donavan (2013) put their focus on the professional sports sector and deal with the personality and identification of an athlete brand. In turn, Labrecque, Markos, and Milne (2011) refer to processes, challenges, and implications of online personal branding.

All the studies named before, investigate the phenomenon of branding strategies, either for company bands or for celebrity athlete brands. However, there is a lack of scientific knowledge about the differences and similarities between critical success factors for digital branding strategies of these two types of brands especially in the context of online branding.

The study described here is based on a three-stage model. First it examines digital branding strategies for celebrity athlete brands and company brands seperately, before they are derived from similarities and differences.

Research design and timetable

The research design includes a mix of different research methods. One the one hand it contains an empirical analysis of social media posts of top-tier brands and athletes. On the other hand there were carried out qualitative interviews with experts in the field of digital sports branding (e.g., relevant brand managers) from the US, APAC and Europe regions are used to get inside informations of the bench and enable international comparisons.

The quantitative survey of the social media posts is currently being executed and will be completed by the end of June 2017. The guide for the qualitative interviews with experts has already been developed and is currently in the pretest phase so that qualitative data collection can be carried out in the period from 15 June to 15 July. The evaluation, interpretation and aggregation of data packages is planned for the period from 15 July to 10 August.

This study also requires collaboration and support from industry partners from US, APAC and Europe region that seek a potential benefit from the research outcomes.

Results and implications

The study is still in progress with the main goal, that the results will assist the design of effective digital sports branding strategies for athletes and their representatives as well as companies and offer systematic understanding of digital sports branding and applied strategies. Moreover it provides an international comparison of digital branding strategies of high-end company and celebrity athlete brands and offers a model for improving digital branding strategies. Overall the study can be understand as a contribution to extend the theoretical knowledge in the area of digital sports branding.

It is intended in particular to assist marketing organizations in aligning their marketing activities with the specifics of corporate brands and or human brands. The results can identify both synergy effects in marketing activities, but also significant differences at the same time.

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How Use Context Influences Willingness To Pay For Sport Tickets — An Adaptive Choice-Based Conjoint Analysis In German Football

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Aim of abstract

In order to optimize ticket revenues, professional sport clubs often use variable ticket pricing (more common in Europe) or dynamic ticket pricing strategies (common in the United States). Both of them consider different factors to adjust prices. These factors are mostly based on historical data and focus in particular on attributes of products or services. However, social interaction between spectators is also important for sport event attendance. Hence, we define accompanying persons as a specific context among others leading to social interaction between the regarded spectators and their accompanying persons. In fact, preferences and willingness to pay (WTP) depend on the context (Horbel, Popp, Woratschek, & Wilson, 2016). Therefore, our research contributes to existing analyses.

As the first in sport management literature we examine the impact of use context on WTP for sports event tickets. We address the following research questions:

1. How relevant is use context to the spectators' preferences of sport event tickets?
2. What is the additional willingness to pay for use context, especially for the opportunity to take accompanying persons along the sport event?
3. Which spectator clusters have higher or lower preferences for accompanying persons?

Theoretical background and literature review

In our research, we focus on the role of context within preferences for sport event tickets. According to Haley (1968), demographic or psychographic segmentation is not appropriate to describe clearly heterogeneous preferences of spectators. Benefit segmentation by means of decompositional methods, like conjoint analysis, are very popular in preference measurement. Preference research in marketing and sport management literature mostly deal with context-independent attributes.

However, there is a consensus, not only in marketing literature, that context is an important factor of outcome. In addition, Uhrich and Benkenstein (2010), show that interactions with other spectators at sport events are one of the most important determinants of the emotional experience.

Swait et al. (2002) assume that a linear function with true preferences (P) and measurement error (ε) represents observed response (B): $B = P + \varepsilon$. By including context into this function, measurement error will be divided into a context-dependent (Ω) and a context independent (η) component, thus: $B = P + \Omega + \eta$. Vargo, Lusch, Archpru Akaka, and He (2010) stated, that value-in-context depends on resource integration as well as the use context. In this research we operationalize use context by different situations of accompanying persons for spectators at a sport event.

Methodology, research design, and data analysis

The study included three stages. First, we conduct desk research in order to find the relevant attributes for ticket decisions. Based on previous research our survey focuses on four attributes: "seat category", "opposing team", "accompanying persons", and "price". We do not take into account other variables due to information overload. In the second stage, we conducted qualitative preliminary studies to identify five levels of the named attributes. On one hand, we asked spectators to cluster opposing teams into six clusters consisting of the characteristics "derby" (yes/no) and "playing strength" (favourite/equally/underdog). On the other hand, we asked spectators about the number and type of accompanying persons, they used to go to the sport event. The final stage, the main data collection took place on four home games of one German football club by using a quota sample based on gender and age. We apply adaptive choice-based conjoint analysis with summed pricing. The survey also included socio-demographic information (age, gender, etc.), and questions about respondent's identification and fan engagement. In total, we collected 435 complete interviews.

Results

An initial pre-study with a student sample suggests that use context has a relevant impact on WTP. In particular, a visit alone has very little utility for the interviewees, whereas visits with different quantity of accompanying persons have much higher utilities. First analyzes of the just completed main study confirm

the presumed results based on the student sample. The relative importance of accompanying persons is 17%. Most important are the attributes seat category and price (30% each).

Furthermore, we derive different spectator clusters with different preferences and different importance of use context within a purchase decision for sport event tickets by applying convergent cluster and ensemble analysis. We derive more precisely different part-worth utilities for different levels of use context, which enables us to estimate WTP of spectators of different clusters for different use contexts and different ticket options. Preferences, depending on the investigated attributes, will characterize the identified clusters. In addition, socio-demographic and psychographic variables will describe the clusters. We also consider possible discrepancies between season ticket holders and owners of single game-day tickets.

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3I Framework Of Second Screen: Involvement As Major Driver For Intensified Usage

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Aim of the project

The paper aims to provide a framework to apply the topic of Second Screen within sport marketing practices. This framework is intended to answer two specific research questions, to what extent different TV programs are connected to whether Second Screen usage or parallel usage and which level of acceptance has Second Screen among sports fans.

Theoretical background

Second Screen is defined as the "use of handheld devices such as smartphones and tablets in close connection with TV watching" (Klein, Freeman, Harding, & Teffahi, 2014). Second Screen has become popular for many people while watching TV, especially in context of sport broadcastings (Pfeffel, Kexel, Kexel, & Ratz, 2016). Additionally, this topic has brought the attention of researches from several disciplines, such as advertising (Nagy & Midha, 2015) or psychology (Van Cauwenberge, Schaap, & Van Roy, 2014). Due to these aspects, marketers and media broadcasters are starting to focus on those services recently as they may provide opportunities for enhancing the users' loyalty as well as increasing sales (Lim, Hwang, Kim, & Biocca, 2015). The technological advancements and digitalisation have increased parallel as well as Second Screen usage of multiple media devices such as tablets, smartphones or laptops.

Methodology, research design and data analysis

The paper summarizes results from three quantitative empirical studies done by the authors. Extensive online surveys on the Second Screen behaviour of football fans were conducted in 2015 and 2016 (n = 1.766). 85 per cent of the football fans have been male, what is typical for that target group. The surveys have been conducted with two clubs, the major survey in club A (n = 1.434) and a smaller one in club B (n = 332). Some characteristics are different, for example in group A most participants are between 14 and 39 (56 per cent) whereas in group B, 56 per cent are older than 50 years. For both group the same sampling (random) has been used as the link was distributed via the club's online newsletter. The hypothesis was tested whether the affinity of football fans to use Second Screen differs in the context of sport broadcasting and if yes, to which extent. Additionally, in 2016, a comprehensive online survey about Second Screen and parallel usage behaviour focussing on selected media programmes was conducted (n = 240) to compare the data from football fans to a more general target group and to develop a framework about Second Screen usage patterns. Data was analysed with SPSS calculating various correlations as well as comparing results from the different programme types in a cluster analysis.

Results, discussions and implications

Although Second Screen opportunities become increasingly important the results showed that the majority still does not use online services with a direct connection to the TV programme, however the disconnected, thus purely parallel usage is very common (76% of the people reported that they use other devices parallel to their TV programme on a weekly or daily basis). Often this behaviour is caused by boring programme parts and advertising slots. Otherwise, in the context of football broadcastings the results indicate a different picture. With those findings, a cluster analysis was used to develop a matrix developed with the different programme types, identifying three major groups. The first one was defined as *Interaction* as it can be described as the average kind of TV programme. Spectators can and regularly (but not intensively) do interact on second devices. This cluster ranged from 15 to 30 per cent Second Screen usage and around 40 per cent parallel usage. Another cluster, called *Irrigation*, shows significantly different characteristics. A higher share of parallel usage, from 50 to 70 per cent approximately without an increase in relative Second Screen usage. Those are apparently the programmes (e.g. serials and especially advertisement), for that spectators use parallel media activities to distract themselves from the programme. Finally, there are programme types — especially sport broadcastings — that people apparently are very involved in. A comparably low or medium share of parallel usage meets a comparably high share of real Second Screen usage, showing that a bigger share of consumers only makes use of a second device if there is a connection of the digital offering to the current TV cast. Thus, it is the cluster of *Involvement*. It seems that they are more involved in what they watch on the screen, thus parallel usage in this case is more to intensify the TV experience than to distract from it and therefore more Second Screen services are used.

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The Role Of Sport Team Identification And Basking In Reflected Glory In The Development Of Sport Social Capital Among Sport Fans

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Aims of the abstract

The purpose of this study was to examine the factors that influence the development of social capital among sport fans. Specifically, it was investigated the effect of team identification and Basking in Reflected Glory (BIRG) on the social connections that are gained and sustained through one's association with a sport team.

Review of literature

Griffith and Harvey (2004. p. 249) defined "customer social capital as an asset that an organization has developed and maintains with its customers that can be employed to facilitate action and achieve/sustain a competitive advantage." As Lin (1999) put it forward, social capital is generated by social connections. Sport team identification has found to play a significant role in the development of social connections. As Wann, Waddill, Polk, and Weaver (2011) reported, highly identified sport fans are willing to establish and maintain team-related social connections with others. However, besides team identification, another potential cause of forming and maintaining social relations is the BIRGing phenomenon; the tendency of sport fans to publicly announce their team support has shown to be related with the creation of social connections; either face-to-face or online with other fans (Yoshida, Gordon, Nakazawa, & Biscaia, 2014). From the above, it was also inferred that BIRGing will positively influence the generation and maintenance of social connections among sport fans.

Methods

343 sport fans participated in an unrestricted self-selected internet-based survey (Fricker, 2008). Participants completed the Sport Spectator Identification Scale (SSIS-Wann & Branscombe, 1993), the BIRGing subscale from the self-esteem maintenance scale (Trail, Fink, & Anderson, 2003), and the social connections subscale from the sport fandom inventory (Wann et al., 2011).

Results and discussion

The psychometric properties of all scales were examined using a confirmatory factor analysis with EQS 6.1. The fit of the measurement model was good: $\chi^2 = 285.07$, df = 101, CFI = .95, SRMR = .05, RMSEA = .07. With the exception of two SSIS items, all factor loadings were above .70 and the average variance extracted values were above .50, providing evidence of convergent validity. The AVE value for each latent construct was also greater than the squared correlations between each of the constructs, indicating discriminant validity (Fornell & Larcker, 1981). Internal consistency reliabilities were also satisfactory for all scales ranging from .90 to .94. It was hypothesized that both team identification and BIRGing will positively influence social connections, while team identification will also have an effect on BIRGing. Goodness of fit criteria indicated an acceptable fit between the data and the model: $\chi^2 = 286.07$, df = 57, CFI = .95, SRMR = .05, RMSEA = .07. Findings indicated that both team identification ($b = .50$, $p < .01$) and BIRGing ($b = .11$, $p < .01$) had an effect on social connections, explaining 33% of its variance. The path from team identification to BIRGing was also significant ($b = .52$, $p < .01$), explaining 27% of its variance.

The building of social connections among sport fans, and therefore sport social capital, creates a competitive advantage for the organizations which ultimately facilitates its economic growth (Griffith & Harvey, 2004). Through offline and online networks, such as supporters clubs or a team's official facebook pages, sport club managers can generate and maintain social capital via team identification and BIRGing. For instance, fans who tend to create or sustain social connections through team identification may have an increased need for affiliation. Sport club managers can emphasize the opportunities for social interactions with other fans through team supporting behaviors (i.e., attendance) in their advertising campaigns on the team's multiple networks. Furthermore, BIRGing can be reinforced by communicating the team's victories and historical moments of the team, among others.

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Athletes' Brand Identity And Brand Image. Research Advancements And The Development Of An Athlete Brand Identity Scale

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Research aim

The aim of this research was to investigate athlete brand management and in particular, the two key constructs of athlete brand identity and image. The objective was to scope existing research advancements and to develop a scale on athlete brand identity. The following research questions guided this project: (1) "What are the underlying concepts of athlete brand management?", (2) "How do athlete brand identity and image relate?", and (3) "How can athlete brand identity be measured?"

Theoretical background

Arai, Ko and Ross (2014) argued that athletes have become more proactive in developing personal branding strategies to leverage their brand. These strategies have to be particularly strong as athletes are considered unstable products. Unlike conventional brands, athlete brands have to be powerful enough to overcome negative circumstances such as injuries or poor performance (Richelieu & Pons, 2006). One decisive success factor of the athlete brand is the perceived image in the minds of consumers (Arai et al., 2014). Therefore, it is not surprising that the majority of research in this field is concerned with understanding consumer behaviour. However, the perceived image of athletes developed by consumers reflects brand associations sent by the athlete (Keller, 1993). Hence, it is the brand owner (i.e., the athlete) that first establishes and communicates their 'brand identity', before consumers can perceive a particular 'brand image' (De Chernatony, 1999). In short, *identity* is the sender's reality and *image* represents the receiver's perception (Kapferer, 1997). Therefore, the two underlying concepts of *athlete brand management* are *brand identity* and *brand image*. De Chernatony (1999) advocated that it is essential for the development of strong brands to match the desired with the perceived image. This match is represented in the form of brand congruence; optimising brand congruence helps to establish powerful brands (De Chernatony, 1999).

Arai et al. (2014) investigated the athlete brand from the consumer perspective and developed the Model of Athlete Brand Image (MABI). They identified three primary dimensions of athlete brand image: athletic performance, attractive appearance and marketable lifestyle. However, as athlete brand identity is essential in informing brand image, it is also important to analyse the athlete brand from the brand owner perspective. Only if the dimensions of the athlete brand identity construct are clearly defined, it is possible to compare those dimensions with athlete brand image and indicate the level of congruence of the athlete brand.

Methodology and preliminary results

To map the field of athlete branding and to identify relevant research advancements, a systematic quantitative literature review was conducted. A search across six databases using predefined search terms and following rigorous inclusion and exclusion criteria revealed 47 articles that were included in the study. Results facilitated an understanding of the different perspectives, use of subjects and theories, as well as the varying application of scales within athlete brand research. The findings indicated that research on athlete brand identity needs further advancing and the development of an athlete brand identity measurement tool is necessary to further advance research in this space and allow for future comparisons between identity and image. The identified articles were searched with a particular focus on scales applied or developed to investigate the athlete brand. All items used in existing scales were collated and resulted in a pool of 229 items that were sent out to 10 experts in the field of athlete brand management. In this pre-study survey, experts were asked to rate these items by importance to athlete brand identity. Additionally, they were provided with the opportunity to suggest items they deem relevant but were missing from the list. The data from this survey will provide preliminary results with regards to identifying relevant items for athlete brand identity. These items will subsequently allow the research team to develop a scale on athlete brand identity.

Conclusions

This research project provides a first step towards developing an athlete brand identity scale and investigating the associated dimensions of the athlete brand from the athlete's perspective. The emerging trend of increased visibility and outreach of athletes has led to the necessity to develop and manage personal brands. Next to analysing consumer perceptions (brand image) of those personal brands it is essential to investigate to what extent the information sent by the athlete (brand identity) matches those consumer

perceptions (brand congruence). Hence, brand congruence is the synergy between athlete brand identity and image. Once the athlete brand identity scale is developed and tested, it is recommended that future research measure brand congruence between the identity and image constructs.

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Strategic Brand Management Vs Brand Misconceptions In The English Premier League

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Aim of the research/project

This research aims to answer the following question: How is strategic brand management perceived and implemented in English Premier League (EPL) clubs?

Theoretical background or literature review

Branding has attracted significant attention in academic circles in the past five decades, with several, often contradicting views being expressed (Keller, 2003). While the idea of a rigid, company-controlled brand is being gradually replaced by the notion of a more flexible and consumer-focused personality, recent literature points towards a rather multi-stakeholder cocreation of brands (Pongsakornrungsilp & Schroeder, 2011). This co-creation suggests that the brand is shaped through the interactions between the brand manager and its various stakeholders, which can trigger significant managerial implications. However, while aspects such as brand consistency, stakeholder overlap, traditional and digital medial proliferation and power shift from the organisation to the stakeholders have been studied extensively (Hatch & Schultz, 2003), the practical facets of these managerial implications have yet to truly capture our attention. On the contrary, it could be argued that the details of brand management processes and practices are yet to be fully uncovered, despite its acknowledged link with communications campaign effectiveness and brand market-based and financial performance (Luxton, Reid & Mavondo, 2015).

In line with the wider gap between academia and practice, the majority of studies on branding are conducted without practitioners' involvement, while myopically suggesting that branding is or should be managed strategically, without nevertheless offering insights on how this management can in reality be applied. Consequently, practitioners' current practice and understanding of branding and its management is not sought, potentially perpetuating nonstrategic or erroneous practices. This study aims to respond to this gap by focusing on brand management in the most commercialised and 'most-watched' sport league in the world (Deloitte, 2016), the EPL.

Methodology, research design, and data analysis

Criterion purposive sampling was employed to select the sample. The criterion selected was participation in the EPL in any of the five most recent consecutive seasons (2010/11, 2011/12, 2012/13, 2013/14 and 2014/15). All 30 clubs that share this criterion were selected and contacted for this study. Qualitative data was then generated from semi-structured interviews with all 30 individuals selected (the most senior employee in charge of marketing from each club), which were conducted in person between August 2014 and March 2015. Upon completion all interviews were transcribed allowing for the data to be coded manually and for the following themes to emerge.

Results, discussion, and implications/conclusions

Examining the findings in detail allowed for a thorough step-by-step mapping of the brand management process within the EPL to be conducted. Interestingly, a wide disparity of practices was presented by the interviewees, ranging from strategic brand management lead by detailed updated guidelines, regular training and strict control, to a complete lack of guidance, non-existing training and no control. As a result, three different patterns of brand management and understanding were identified among the 30 clubs; Five out of 30 clubs referred to the brand guidelines as the club's 'brand bible' that is imposed and controlled by the marketing team which acts as the 'brand police' of the club. 13 out of 30 clubs suggested that while they would aspire to view brand management as a strategic priority, their current practice focuses on 'picking things on the job'. The remaining 11 clubs of the sample presented a rather erroneous view of what the brand is and how it should be managed, suggesting that misconceptions on branding still exist. According to these clubs, their brand was 'deemed' universally understood and widely appreciated, not only by the employees but also by the fans, and as a result, minimum to no effort was required and devoted on behalf of the clubs in order for the brand to be managed, promoted and protected.

Taking these findings into consideration, the current practice of brand management and overall understanding of branding in the EPL appears to be varying between a carefully built and meticulously sustained concept which demands for a detailed business-wide process, and a very strong 'self-maintained' notion that requires no assistance from the club's employees. As a result, the optimistic view often expressed by

academics that progress is made towards a strategic brand management era falls short in capturing the actual practice in one of the biggest sports brands. While brand misconceptions still prevail within it, the urge to conduct engaged scholarship involving and studying practitioners appears to be more relevant than ever.

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The Role Of Emotional Marketing In Customers Participation Sport For All

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Introduction

This study focuses on how different characteristics of customers' emotional intelligence would have relationships on the variety of customers' emotional responses on customer participating when they may encounter unexpected service failure circumstances (Kim & Agrusa, 2010). Emotional Intelligence may work on cognitions or information processing that involves matters of personal and emotional importance to individuals and their Relationships (Mayer et al., 2005). There is a growing body of evidence that suggests emotions function like motivational states, urging one to do something or influencing one's decision (Ariely & Lowenstein, 2006). Sports as an entertainment offering represent a unique form of experiential consumption Understanding the importance of an individual's emotional status can lead to their attention, decision making process, and behavioral responses (Kidwell, Hardesty, Murtha & Sheng, 2011).

Methods

This study is a descriptive-analytic one and it has been done by means of a fieldwork, The statistical population on which this study is done are people that participating public sport in Tehran city. By cluster sampling method and based on the Cochran formula 384 females and men completed the questionnaire measure Emotional Intelligence scale Brackett and Rivers (2004). Customer Coping Strategy scale (Kim and Agrusa, 2011) and Customer participations (yem & et al ,2012) the data was analyzed based on Multiple regression analysis, measuring with the significance level set at 0.05.

Results

The results showed that 164 male and 226 female participated this research. most of participates were showed of age consisted 18–22 years with 112 frequency. Results linear regression analysis showed that Emotional Intelligence and Customer Coping Strategy model is related with the Customer participations ($p = 0.001$), so it can be concluded that Emotional Intelligence can be the predictor of Customer participations and the percentageof variance explained by the models regarding Emotional Intelligence ($R = 0.30$). Further positively relation between Customer participations accounted for the most variance in Customer Coping Strategy ($R^2 = 0.39$) .

Conclusion

The findings of this study have a number of practical implications in utilizing public relations to change consumers' cognition and behavior. In this study The five constructs of Emotional Intelligence were all hypothesized with the coping focus and customer participation the higher ability of customers' using emotion was statistically positively related with their efficacy levels for themselves and for others. When the emotion was used, customers more likely have tendency to refer their coping way weighted on emotion, not on problem-focused. Yim, Chan and Lam (2012) examined that the customer participation offers economic benefits such as customized services, better service qualities, and worked more effectives for customers to strengthen relational linkage between customers and between customer and employees. Also, customers' participation could increase employees' job stresses as well as adverse influence on customers' own satisfaction.

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Increasing Animation Intensity Of Sponsorship Signage: The Effect On Sport Viewers' Attention

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Aim of the research

Visual animation of sponsorship signage has become a frequently used technique at televised sporting events with the aim to enhance sponsorship-linked communication and to achieve sponsors' corporate objectives. Signage is generally displayed on LED perimeter boards and animated in many different intensity levels. This study focuses on the effectiveness of animated sponsor signage at televised sporting events. Previous research has already indicated the advantages and disadvantages of animated signage (Breuer & Rumpf, 2015), but the importance of the animation intensity level to enhance sponsorship communication has so far been neglected in this context. Therefore, the purpose of this study is to investigate the effect of increasing animation intensity of sponsorship signage on sport viewers' attention while they are watching a sport broadcast.

Theoretical background

The model of saliency-based visual attention provides the theoretical foundation of this research study (e.g. Itti & Koch, 2000). It implies that only sponsor signage that is perceived as visually salient receives the viewer's attention. Hence, motion as the key component of animation is applied to create saliency and to direct the sport viewers' visual attention to the sponsors of televised sport events. Attention is a necessary precondition to cognitively process the sponsorship information and to increase, for example, brand awareness (Breuer & Rumpf, 2012; Le Roy & Vivier, 2008). Furthermore, it is known that animation increases viewer attention compared to static signage (Breuer & Rumpf, 2015), but the relevance of animation intensity to enhance visual saliency of sponsor signage has yet to be examined.

Methodology, research design, and data analysis

In a laboratory experiment, the participants (n = 52) watched a video clip of an ATP tennis match. A fictional brand was incorporated into the stimulus films as the displayed sponsorship signage. The animation intensity of the signage was systematically manipulated in the sport video by using four different intensity levels of a running animation type (Breuer & Rumpf, 2015) as well as a static signage as a reference base. To assess the sport viewers' visual attention, the participants' glance duration to the sponsorship signage was analysed with the aid of eye-tracking methodology. Participants also answered questions about their sport consumption and sport involvement before the showing of the video. For the main analysis of this study, a multiple linear regression analysis was performed to test the impact of animation intensity on the dependent variable glance duration. The stepwise regression method was employed and, in addition to animation intensity, the following control variables were added as independent variables into the model: televised tennis event consumption, tennis event attendance, media consumption about tennis, and tennis sport involvement.

Results, discussion, and implications/conclusions

The final regression model ($F(2, 48) = 3.87$, $p < 0.05$, $R^2 = 0.14$) only includes animation intensity ($\beta = 0.82$, $p < 0.05$) and televised tennis event consumption ($\beta = -0.33$, $p < 0.1$) as significant contributors. The results show that increasing animation intensity of sponsorship signage positively influences sport viewers' attention. It is therefore concluded that higher levels of animation intensity improve visual saliency of sponsor signage in the viewer's visual field while they are following a sporting competition on the screen. This finding also reveals that not only animation as such, but especially the animation intensity is a crucial factor in gaining the viewer's attention. The negative influence of previous consumption of televised tennis events indicates that frequent sport viewers are able to ignore things happening on the screen when their main interest is to watch the sporting action.

This study demonstrates the importance of animation intensity for effective sponsorship communication at televised sporting events. The findings suggest the use of higher animation intensity levels to attract viewer's visual attention to sponsorship signage. However, sport marketers should also be aware of the risk of viewer confusion that is caused by intrusive sponsor signage at sport events as it may jeopardise the intended sponsorship effects (Breuer & Rumpf, 2015).

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From Cause-Related Marketing Strategy To Implementation In Professional Sport Organizations: A Matter Of Alignment

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Aim of the research

As professional sports organizations are increasingly engaging in Cause-Related Marketing (CRM), there is a growing interest in understanding to what extent Corporate Social Responsibility (CSR) can deliver win-win outcomes for both the organization and society at large (Irwin, Lachowetz, & Clark, 2010). Research on CSR and CRM has primarily focused on conceptualization, and less on implementation (Maignan & Ferrell, 2004). This study clarifies what specific marketing decisions a professional sport organization attempts to make, and to what extent these are in line with the defined CRM strategy. Understanding this alignment and the potential lack thereof, is important since ineffectiveness in implementation will result in an inability to satisfy stakeholder needs and an under-deployed win-win outcome.

Literature review

Marketing their CSR can provide sport organizations with first (revenue) and/or second (awareness and image) order benefits. However, professional sport teams often don't succeed in leveraging the CRM concept to its full potential (Babiak & Wolfe, 2009; Nielsen & Thomsen, 2009). This makes us wonder whether and why professional sport teams have difficulties in translating strategy to implementation.

Implementing a formulated marketing strategy is critical for the achievement of superior organizational performance (Noble, 1999). However, often, there is inconsistency between strategy and implementation, resulting in unsuccessful execution of strategy. Bad strategy implementation is a problem that is important but remains poorly understood. Strategic management theory recognizes various barriers to successful strategy implementation (Okumus, 2003). A wide range of individual, organizational, and inter-organizational factors can explain the variance in intended and enacted CRM strategy. Given the diffusion of CRM strategies adopted in sport, and the paradox that often exists between commercializing social engagement and safeguarding integrity (Babiak & Wolfe, 2009), the sport context is a rich setting to study the efficiency of strategy implementation.

This study builds on CRM literature that categorizes organizations into an altruistic, social, commercial or integrative type, according to their CRM strategy adopted (Liu, 2013). It analyzes how organizations translate their CRM strategy into practice. We thereby explore decision-making regarding campaign related variables — duration, geographical scope, cause selection and implementation type — in each CRM type. More specifically, we analyze the alignment between CRM strategy type and campaign execution. The following research question is addressed: Do professional sport organizations execute their CRM in line with strategy and what factors explain potential misalignment?

Methodology

In order to study decision making in the different CRM types a qualitative research design was adopted. Interviews were conducted within a sample of professional basketball teams from 4 European countries; Belgium, Netherlands, United Kingdom and France. A total of 16 elite interviews occurred with the team or marketing manager, or the person responsible for managing the CRM projects within the team. Interviews lasted between 45 and 65 minutes and were analyzed using NVIVO11 software. Additionally, content analysis was employed to analyze the CRM campaigns of the different teams as described on their organizational documents.

Results, discussion and conclusion

Our results showed that the sport context is, perhaps more than a regular business setting, subject to ineffective strategy implementation. Despite the fact that most professional basketball organizations expect marketing outcomes from their CRM engagements, they execute CRM still rather altruistically. They keep their CRM engagements local, remain loyal to some non-profit organizations (NPO) for a long period of time and they limit their implementation tactics to donations in-kind.

Strategy "non-implementation" occurred mostly in teams with an instrumental CRM strategy. In this case, teams still seem to have legitimacy concerns in commercializing their social engagement.

Bad strategy implementation occurred in all CRM strategy types. Flaws in implementation in the integrative type were mainly due to macro level variables, such as conflicting stakeholder influences. A lack of commu-

nication and embeddedness are examples of meso level variables influencing CRM strategy implementation in the commercial type. Limited funding and a dysfunctional organizational structure were mentioned as key drivers for bad strategy implementation in the social CRM type. Finally, micro level variables like understanding and commitment appeared to be the main factors influencing alignment in the altruistic CRM type.

In sum, the results of this study showed that professional basketball organizations often don't act upon intended CRM strategy, and that, depending on CRM type, different macro, meso and micro level variables influence this alignment. Consequently, teams have marketing benefits from their CRM engagement, however, not maximized win-win outcomes for team, stakeholders and society. Clarifying the CRM decision making process, will enable more efficient strategy implementation, resulting in enhanced organizational performance, stakeholder satisfaction and NPO growth.

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Sport Consumer Behaviour

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The Profile And The Perception Of Service Quality Of Sports Spectators Before, During And After The FIFA World Cup 2014: The Case Study Of The Host City Recife — Pernambuco — Brazil

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Aim of research

Sports events have an important role in free and leisure time occupation in modern society. With football being the most popular sport in the world it attracts thousands of spectators to these events. The factors associated with the realization of the FIFA World Cup in Brazil, highlights the important moment that the country has been going through in the sports context. Therefore, the aim of this research was to identify the profile and the perception of the service quality of the sports spectator before, during and after the FIFA World Cup in the city of Recife — Pernambuco.

Theoretical background

The realization of a Mega- sporting event is associated with major changes in urban infrastructure, economic return and a repositioning of the host city worldwide (Preuss, Seguin, & O'Reilly, 2007). Thus, in Brazil an expectation was created and a favorable environment for these changes. Where the construction of the Pernambuco Arena, the stadium in Recife was a milestone in the modernization and quality of services provided to spectators. In sports, it is important to highlight the ability to offer high quality events and services, which has been pointed out by several studies as a critical issue for professional sports organizations (Jae Ko, Zhang, Cattani, & Pastore, 2011). In relation to the quality of services has been associated with satisfaction and with the behavioral intentions of watching and recommending more games (Theodorakis, Alexandris, Tsigilis, & Karvounis, 2013).

Methodology

To carry out this study the sample consisted of 1,339 spectators of sporting events divided in to three phases: 1st before the World Cup in the first half of 2014 in the stadiums not used for the FIFA; 2nd during the World Cup in the stadium built for the event; and 3rd after the World Cup, in the second half of 2014 in the new stadium in national competitions played by the clubs of the city. The instrument used was the questionnaire "Sport Spectator Identification Scale" (SSIS), validated to portuguese by Theodorakis, Wann, Sarmento, and Carvalho (2010). SSIS is an instrument composed for questions related to the quality of services and the behavioral intentions of attending sporting events, where items are measured from a 5-point Likert scale. The data were analyzed through descriptive statistics to identify the profile of the spectator and the main differences in perception of service quality in different moments.

Results, discussion and implication

In the first phase 565 questionnaires were collected, in the second phase 329 and in the third 429 valid questionnaires. In the three moments, there was a predominance of males and young spectators between 20 and 39 years old. In phase two the age group of 30 to 39 years represented 30.4% of the sample. While in phase one and three, 51.9% and 50.6%, respectively are in the age range of 20 to 24 years. As for the place of birth it is verified in phases one and three that the big majority is from the state of Pernambuco, but in phase two there is a large presence of tourists. These results corroborate with others investigations in this area (Preuss & Schütte, 2015). Regarding the quality of services the last two phases show that the factors related to experience and comfort when attending a football match have higher averages with the items being better evaluated: general stadium lighting, field visibility and good atmosphere. Regarding the general conditions obtained in each stage on stadiums, the results show differences between the means in phase one (2.74) in relation to phase two (3.98) and phase three (3.96). Demonstrating that the experience in the Arena of Pernambuco was better than in the other stadiums. Going to football events is something that is relevant to the population of the city, so hosting one of the most important sporting events in the world, makes the fans demand a better service to be offered by the organizations. Which at the same time,

need to be attentive to the most relevant aspects that influence the satisfaction and positive behavior of this spectator.

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The Relationship Between Corporate Social Responsibility Programs And Team Image, Team Loyalty And Team Identification: The Case Of APOEL Football Club

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Aim of the project

The aim of this project was to identify the perceptions of fans with regard to the social responsibility actions undertaken by APOEL football club in Cyprus, as well as to investigate the relationship between the club's social responsibility and team loyalty, team identification and team image.

Theoretical background

Corporate Social Responsibility (CSR) is a concept of a growing importance that received extensive research attention. Many researchers directed their attention on the impact pf CSR on brand image (Du, Bhattacharya & Sen, 2010; Hoeffler & Keller, 2002), customer loyalty (Mandhachitara & Poolthong, 2011; Martinez & Rodriguez, 2013), the financial performance of an organization (Nelling & Webb, 2009) as well as on the purchasing intentions of customers (Lee, & Shin, 2010). Despite the prevalence of CSR in the management literature, it has only recently entered the sport sector (Babiak, 2010; Blumrodt, Desbordes, & Bodin, 2011; Chang-Wook, 2012; Walker & Kent, 2009). Given the importance of the CSR concept in sport and its capacity to influence consumer attitudes (Chang-Wook, 2012; Walker & Kent, 2009), additional research examining the relationship between CSR and team loyalty, team identification and team image is of significant importance, since it can enable sport organizations to improve those qualities and gain additional benefits.

Methodology

For the purposes of this project, a quantitative methodological design was adopted. A self- administered questionnaire was used, consisting of 41 questions. The questionnaire was adopted by Chang-Wook (2012) and it was slightly adapted to meet the requirements of the present study as well as the cultural setting in which it was administered. The instrument consistent of a demographical section and a CSR scale, a team identification scale, a team image scale and a team loyalty scale. Prior to the main survey, a pilot study was conducted to assess reliability and validity of the instrument. The participants of the main survey were accessed during three match days. A total of 196 respondents participated in this study. The analysis of the data was conducted using the SPSS software package. Statistical analysis included descriptive analysis and a Spearman Correlation Analysis.

Results/conclusions

Of the 195 respondents 71.4% were male and 28.6% were female, while the majority were married (63.3%). Interestingly, 82% of the respondents considered the performance of the club as outstanding, whilst 95% regraded the club as a trustworthy one. Interestingly 93.3% of the respondents have purchased licensed products of the team, while 60.2% are willing to purchase season ticket every year. Regarding the social responsibility of the club, 77% of the participants believed that the team takes into consideration the needs of the fans, 71% indicated that the team tries to improve the service provided to its fans, while 85% considered the club as acting ethically towards the players and the fans. Moreover, 88.2% of the respondents said that the club obeys the principle of fair play in the competition, and 73% of the fans believed that the team contributes significantly to the development of the local community. Correlation analysis indicated that some aspects of CSR, and specifically positive contribution of the club to the development of the local community was positively related to team identification aspects, such as the frequency by which fans follow the team in person or through any media. This analysis demonstrated a moderate correlation coefficient of $r(196) = 0.342$, $\rho < 0.01$ which was significant at the 0.01 level. Moreover, the same aspect of CSR was significantly and positively related to team image qualities such as the perception of fans about the abilities of the athletes [weak correlation coefficient of $r(196) = 0.187$, $\rho < 0.01$], the performance of the club [moderate correlation coefficient of $r(196) = 0.326$, $\rho < 0.01$], and the trustworthiness of the team [weak correlation coefficient of $r(196) = 0.180$, $\rho < 0.05$]. In addition, the contribution of the team to the local community was found to be positively related to loyalty parameters such as purchasing licensed products of the team [weak correlation coefficient of $r(196) = 0.239$, $\rho < 0.01$],and watching team games [weak correlation coefficient of $r(196) = 0.188$, $\rho < 0.01$]. The findings of this study imply that CSR activities undertaken by a sport club can be invaluable in building team loyalty, team identification and team image, which in turn, can contribute significantly to the realization of the goals of a sport club. Further research is

needed though, in order to investigate the effectiveness of CSR initiatives, whilst sport organizations need to develop various CSR activities that are customized to their target fans in an effort to improve their potential to benefit the organization.

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Exploring The Relationship Among Corporate Social Responsibility Initiatives, Sport Consumer Perceptions And Sport Consumer Behavior

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Aim of the research/project

Most of the previous literature approached the issue of corporate social responsibility (CSR) from corporate perspective (Oberseder, Schlegelmilch, & Murphy, 2013). However, focusing solely on corporate benefits could possibly neglect other stakeholders such as consumers in particular. As such, this study was to explore the relationship among corporate social responsibility initiatives, sport consumer perceptions and sport consumer behavior. The purpose of the study was to examine the following hypotheses: (1) the perception of sport consumers toward corporate social responsibility was positively correlated to sport brand credibility; (2) sport brand credibility was positively correlated to sport consumers' attitude toward the brand; (3) sport consumers' attitude toward the brand was positively correlated to media use to follow sport teams, purchase intention of team-related merchandise and positive word of mouth for the sport team.

Theoretical background or literature review

Brand credibility refers to the degree to which consumers regard a brand to be trustworthy, reliable and professional (Keller & Asker, 1992). Empirical studies argued that consumers' perception toward corporate social responsibility is positively correlated to brand credibility (Aaker, 1996; Becker-Olsen, Cudmore, & Hill, 2006; Hur, Kim, & Woo, 2014). Recent research conducted in sport context also found similar results (Uhrich, et al., 2014). In addition, the perception of different stakeholders (consumers, community, suppliers, shareholders and employees) toward corporate social responsibility was found to positively correlated to corporate brand equity and brand value (Torres, Bijmolt, Tribo, & Verhoef, 2012). Therefore, it was hypothesized that the perception of sport consumers toward corporate social responsibility was positively correlated to sport brand credibility.

Brand credibility may influence consumers' attitude toward a brand as consumers believe that the brand is trustworthy and reliable, which in turn forms a positive attitude toward that brand (Lafferty & Goldsmith, 1999; Newell & Goldsmith, 2001). Similarly, an advertising study found that the perception of consumers toward brand credibility may influence consumers' attitude toward the advertisement and the brand (Goldsmith, Lafferty, & Newell, 2000). As a result, it was hypothesized that sport brand credibility was positively correlated to sport consumers' attitude toward the brand.

Sport fans usually follow their favorite sport teams by viewing printed media or TV programs (Meenaghan, 2001). Highly loyal fans tended to consume more media use to follow their sport teams (Phua, 2008) and were more likely to purchase team-related merchandise (Pamela et al., 2011). Moreover, committed fans were more inclined to spread positive information for their favorite sport teams (Brown, Barry, Dacin, & Gunst, 2005; Hagenbuch, Wiese, Dose, & Bruce, 2008). Therefore, it was hypothesized that sport consumers' attitude toward the brand was positively correlated to media use to follow sport teams, purchase intention of team-related merchandise and positive word of mouth for the sport team.

Methodology, research design, and data analysis

The study was carried out from August 2015 through July 2016. The franchise called LAMINGO in Chinese Professional Baseball League (CPBL) was selected as the sport brand in this study as it has been highly dedicated to marketing operations. Two hundred and sixty participants were recruited from spectators (aged over 20 years old) in the ballpark using convenience sampling. Five different corporate social responsibility initiatives (education, child/family, health/well-being, community and environment protection cause) that LAMINGO has been implementing were read before participants filled out the questionnaire. Questionnaire contained the measures such as demographics, perception toward corporate social responsibility (Menon & Kahn, 2003), brand credibility (Becker-Olsen et al., 2006), sport consumers' attitude toward the brand (Simons & Beck-Olsen, 2006), media use to follow sport teams (Kim, Andrew, & Greenwell, 2009), purchase intention of team-related merchandise (Kwon, Trail, & James, 2007), and positive word of mouth for the sport team (Brown, Barry, Dacin, & Gunst, 2005). Confirmatory factor analysis (CFA) and composite reliability was performed to ensure satisfactory construct validity and reliability. Structural equation modeling (SEM) was executed for hypothesis testing.

Results, discussion, and implications/conclusions

The results indicated that all the proposed hypotheses were supported. This current empirical study theoretically and practically enriched the domain of sport management literature in that it provided scientific evidence regarding corporate social responsibility from the perspective of sport attitudes, sport consumer perceptions and consumption behavior. However, sampling should be improved for further study. Additionally, further cross validation is needed to increase the generalizability of the current study.

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Applying The Theory Of Planned Behaviour To Test Environmental Behaviour Among Cycling Spectators

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Research aim

The need to take responsibility for protection of the natural environment is a contemporary issue of growing importance for sport organisations, especially in the context of the continually growing sport event sector (Sotiriadou & Hill, 2015). For any organisational efforts to succeed and bring about long-term changes in the relationship between event sports tourism and the environment, there needs to be an understanding of the consumers of event sports tourism products and their attitudes and behaviour regarding environmentally responsible practices. The aim of this research study was to test a range of factors that could possibly influence spectators' propensity to display environmentally responsible behavior, using cycling events as a case study.

Theoretical background

This study combines knowledge from various subject areas, namely Environmental Psychology, Environmental Education and Consumer Behaviour, to explore environmentally responsible consumption within the context of event sports tourism. To this purpose, a theoretical model was developed that depict factors relevant to such behaviour among cycling event spectators. The model was based on the Theory of Planned Behaviour, a well-known and continually used model in behavioural studies (Ajzen, 2011). Although widely used in environmental and sustainable tourism studies, very limited application of the model has been undertaken in the sport context (McCullough, 2013). The model is known for its flexibility in allowing the inclusion of other variables and processes within it to improve prediction of intentions or behaviour in a specific context (Ajzen, 2011). At the basis of the model stand the three main drivers, Behavioural Attitude, Subjective Norms and Perceived Behavioural Control, leading to the outcome variable behavioural intention. In this study behavioural intention is divided into two components, namely Situational Intention (while spectating) and Future Intention (before attending the next event). The addition of factors into the model focused on aspects relevant to sport spectating that could provide insight from an 'intrapersonal' and 'extra-personal' perspective. The three intrapersonal factors chosen were Attendance Motivation, Place Attachment and Behavioural Costs. To present the extra-personal perspective two factors that the spectators have no control over, but their presence or absence may have an influence on behavioural intentions were added, namely the Environmental Management System (including aspects of its design) and Behavioural Benefits (after Ajzen, 2011; Hinch & Higham, 2011; King, Kahle & Close, 2011; McCullough, 2013).

Methodology

Quantitative research in the form of structural equation modelling was used to simultaneously test the effect of the various factors on the behavioural intentions of spectators. A spectator survey was conducted across a series of ten different cycling events (mountain bike and road cycling) across South Africa. The final sample included a total of 1,034 spectators.

Results, discussion and implications

The research revealed that the refined structural model displayed adequate, but not good fit with the empirical data. Three of the relationships proved to be significant, namely the relationship between Situational Intention and Future Intention; between Attendance Motivation and Situational Intention; and between Situational Intention and Place Attachment. Based on the findings, cycling spectators with a positive Situational Intention may be more likely to display desirable behaviour in future; making it imperative for event managers to focus on identifying such individuals, as they could be the ones supporting managerial initiatives toward greening events in the future. The findings suggest that these individuals may be those spectators attending because of their affiliation with, or love for the sport of cycling (being motivated by the sport type itself). The findings link to current research exploring the link between place attachment and responsible behaviour in the sport event context (Du Preez & Heath, 2016; Hinch & Holt, 2017; McCullough & Kellison, 2016). Results of the other relationships tested in the model also present managerial implications. The importance of implementing an environmental management system in a visible manner becomes evident as these facilities could assist in establishing the 'norm' of desired behaviour. Environmental communication should also be placed within the right message frame. For example, encouraging people through rewards alone may not necessarily prove to be effective, as findings suggest that such gains/

benefits may not necessarily motivate a spectator in an outdoor setting, such as at cycling events. Rather, framing communication in such a way as to establish an association between the spectator's participation in responsible activities with greater pride in the event or setting could be more effective. Suggestions for further research are made, including testing factors within different sport event contexts.

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Characteristics And Expectations Of French Spectators Of Women Soccer League

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The last three years women's sport has considerably increased in popularity. The election of Serena Williams as "*2015 Sport illustrated sportsperson of the year*" is one of the symbols of this development. Several indicators clearly show the overall evolution of the perception of women's sport in society. The popular enthusiasm for the 2015 Women's Soccer Cup is a good example of this social phenomenon. The whole competition was marked by very large audiences, especially in France where 4,1 millions spectators watched the semi-final (France vs Germany) in June 2015. However, this passion for international competitions does not seem to transfer to French women's championship. Attracting new sport spectators in stadiums is one of the main challenge of women's professional soccer clubs. During the 2015–2016 season, barely more than 630 spectators went to stadiums for watching games in France, which is very few.

Discerning fans' expectations is one of the ways clubs can change this situation. Therefore, this paper intents to present a new scale for measuring expectations of french spectators of women's soccer League and suggests typology of spectators sharing similar expectations.

This research was carried out with a representative sample of the spectators of 7 professional clubs of the elite (*Juvisy, Olympique Lyonnais, ASPTT Albi, ASJ Soyaux, Montpellier HSC, FC Metz Algrange*). The final sample consisted of 1379 individuals (53% male, 47% female; 68% was single, the average age was 29.4 and the average number of matches seen in stadium was 3,8, with 26% of spectators having seen no matches this season).

We first conduct 5 focus groups in order to capture the way fans spoke about women's soccer and suggest expectations specific to women's soccer. Especially, this qualitative stage enabled us to highlight the importance of players attitude on and out of the football field, as well as the important role of interactions between players and spectators, and the best mindset of women.

Based on those first results, we use and reinterprets scales of earlier studies (Bouchet, Bodet, Bernache-Assollant & Kada, 2010; Funk, Filo, Beaton, & Pritchard, 2008; Hunt, Bristol & Barshaw, 1999; Koo & Robin, 2008; Won & Kitamura, 2007) to create our own. However, the logic of our experience is somewhat different from the main researches in the literature. First we tried to list exhaustively the different spectator motivations. Then the objective was that each spectator evaluates the importance of each reasons on a 5 points Likert scale. Finally, from these assessments, we realized cluster analysis to identify profiles fans. The final Motivations and Expectations of Sports Spectators (MESS) Scale contains 24 motivation items.

Exploratory and Confirmatory factor analysis allows us to identify seven different factors: 1) Ambiance and fan support; 2) Football aesthetic; 3) Relaxation; 4) Social interactions; 5) Players; 6)Uncertainty of game; 7) Emotion. Based on these factors and effective attendee's behavior, we conduct a dynamic cluster analysis that allows us to identify 4 profiles of women's soccer spectators: A) Devoted Fan (34,3%), B) Show Seeker (19,5%), C) Occasional spectator relaxation (34,2%), D) Occasional spectator interactive (12%).

First, our study identify the main expectations of spectators: 1) Player's attitudes and their combativeness, 2) Beauty and aesthetic of the game, 3) Fair play and attitude of players, 4) Expectation of positive outcomes, 5) Experience intense feeling during the game. Our analyzes also show that these expectations vary very strongly between the different spectator profiles. While the "Devoted fans" come above all to encourage their teams (25%) and to see closely their favorite player (12,4%), "Show Seeker" looking for the beauty of the game (16,11%) and experience emotions during the game (11,82%), "Occasional spectator relaxation" want to see the fighting spirit on the ground (18,9%), fair play (11,57%) and feeling emotions (11,3%); "Occasional spectator interactive" expect interaction with players (19,8%) and spectators (17,6%) and observe top level's football (12,89%).

Finally, our typology allows us to differentiate spectators and may be used by sport marketers to attract new audiences to in their stadiums. In particular, our results shows that the current spectators of the French championship are very involved in women's sport and football in particular. They are also many more women in the stands, but gender does not appear to make difference on their expectations. Lastly, our results allowed us to emphasize the importance for spectators of the atmosphere of the women's matches, the better attitude on the field and the importance of interactions between players and spectators.

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The Moderating Effects Of Conformity Phenomenon In Road Running Markets: A Consumer Socialization Framework

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Aim of the research

Consumer socialization is the process by which young people develop consumer-related skills, knowledge, and attitudes. In competitive battlefield, attracting the brand preference among intergenerational influences, peer influences, traditional media, and social media remains as the most important but yet elusive agenda for all marketer. According to marketing literature, social interaction may influence consumer behavior. The purpose of this study was to understand the runner's behavior in terms of consumer socialization perspectives. Using currently one of the most popular recreational sport among consumers, road running fashion, explored the reasons for consumer participation in road running through the intergeneration influences, peer influences, traditional media and social networks to understand factors influencing road running consumption. This study was also to understand the moderating effects of conformity behavior between consumer socialization and consumer behavior.

Theoretical background

Road running event is very popular sport now in Taiwan, from 3K fun runs, 5K runs, 10K runs, half marathons and marathons. There was around 100 races in 2011, and growing rapidly to 600 races in 2014. Most host organizers can experience that when races' submit system open and it sold out immediately (Chiu & Hsiao, 2014). What is the impact of the road running on the consumer? And the road running plays what role in popularity with sports consumer? Bikhchandani, Hirshleifer and Wehch (1998) had to buy large quantities of books, resulting in the phenomenon of market out of stock, to create a fashion concept to explore consumer herd (conformity). Individual in groups interactive, inevitably by group members by effect, and in behavior or thought has change, called social effect (Bearden, Netemeyer, & Teel, 1989). which "herd" that is individual by social effect of a performance, community network of fast development, community media of rise, change has people passed and accept communication message of platform, through emerging media, as: Blog, Facebook, Line, WhatsApp etc. And communication and shape consumer behavior seems to be relatively easy. Consumer socialization is consumer acquisition and consumption-related knowledge, attitudes and skills, which advocated social behavior can be those involved in the socialization process of a person, organization, or reference groups, social behavior that mainly focused on parents, media and peers.

Methodology, research design, and data analysis

Multiple sources and cross-phase measurement in two points, on-site and online survey was utility. The subjects of the study were 904 in ground of road running events and online. A questionnaire "Go! Road running: A perspective of consumer socialization" was used as research instrument. Descriptive statistics, regression , logistic regression were computed for data analysis.

Results, discussion, and implications

The road runner on the study of consumers in a consumer socialization processes, mainly influenced by their peers and the media influences. However, the study found that peers and the media on the runners of the behavior of consumer behavior, in the tendency of the intervention will be weakened, which, the effect of media impact completely disappeared, showing that: the impact of media consumption on consumers completely. The peers' influences on the consumer behavior of road running can be weakened while considering the herd tendencies, but it was a significant effect on the consumer's actual consumption behavior. Therefore, if you want to effectively enhance the movement to watch and participate in the participation of consumers in the case of potential consumers at the same time strengthen the media marketing program, with various support groups of construction and cohesion; if limited funds in the case of market achievements. Of the environment can be aimed at the public to the consumer groups, to reduce the operating expenses of the media plan, and focus on the operation of various fans, will also have a multiplier effect.

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Fan Engagement Value In Team Sport: Service-Dominant Logic Informed Dimensions

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Aim of the paper

Fan engagement is central to the customer relationship management (CRM) of professional sport teams. However, previous research relating to fan engagement is limited regarding the following aspects: 1) it does not provide a holistic perspective on both positive and negative facets of fan engagement, 2) it uses a narrow definition of fan engagement that only refers to non-transactional behaviors, and 3) it only focuses on specific forms of fan engagement (e.g., fan-fan interactions). To resolve these issues, this research uses Hollebeek, Srivastava, and Chen's (2016) service dominant-logic informed framework of customer engagement and explores value dimensions of fan engagement in team sports. In so doing, we explore how fans can become 'game changers', that is, affect a team's economic and on-pitch performance.

Literature review

We extend Yoshida, Gordon, Nakazawa, and Biscaia's (2014) definition of fan engagement and define the construct as a fan's motivationally driven, volitional investment of resources into interactions with a sport team. The service-dominant logic and the concept of resource integration (Hollebeek, Srivastava, & Chen, 2016 in the service literature; Woratschek, Horbel, & Popp, 2014 in the sport domain) provide the basis of our work. Fan engagement cannot take place without resource integration by the fans. According to Hollebeek et al.'s (2016) framework, knowledge sharing, resource integration, and learning are foundational processes of engagement, while individual and interpersonal resource development and co-creation are benefits of engagement. In addition to this conceptualization, Stieler, Weismann, and Germelmann's (2014) work on fan co-destruction of value and Uhrich's (2014) typology of fan–fan value co-creation behaviors inform our framework. Based on this previous work, we assume that fan engagement is a multi-faceted construct including both value benefits and value detriments.

Methodology, research design, and data analysis

Our empirical study aims to identify specific sub-categories of both the foundational process and the benefits of fan engagement mentioned above and to explore how fans can become game changers. The exploratory nature of our research goals indicates that a qualitative design serves the study's purpose best. We considered sport teams of the first or second division of five prominent team sports in Europe. Most informants had the position of a marketing manager and came from seven countries (Czech Republic, Denmark, Germany, Greece, Poland, Sweden, and Switzerland). In-depth interviews were held over a three-month period and the managers were asked about their team's fan engagement. The interviews lasted between 30 and 45 minutes and the content analysis of the interviews was assisted by MAXQDA.

Results, discussion, and implications

Fan engagement plays an important role in influencing outcomes that matter to the team. Based on the data, we identified two sub-categories of knowledge sharing (i.e., fans act as ambassadors for the team or as team destructors) and five sub-categories of value co-creation (e.g., fans as CRM Managers, sponsorship advisors, and product developer). Furthermore, we identified two sub-categories of fan learning (e.g., knowledge creator) and seven sub-categories of resource development (e.g., development of fandom, team value internalization). We found positive and negative characteristics in all sub-categories.

From the perspective of some managers, fans are considered as an additional team member (extended team). For example, players' motivation can increase via a stimulating atmosphere. In a negative sense, games can be interrupted (or ended earlier) when fans throw things on the pitch, an indicator that fans change the flow of the game in a negative sense. These facets indicate that fans can become game changers in that they significantly influence the club's on-pitch or business success (or important determinants of business success). Our data showed further that game changing behaviors, as the fifth dimension, work via two pathways: fans can be considered as 'creative co-creators' based on their tendencies to share knowledge and co-create value with others, or they can be considered as 'creative developers' based on their tendencies to learn and develop resources.

We contribute to the sport management literature by exploring the sub-categories of five value dimensions of fan engagement in team sports. Extending the existing literature, we identified both positive and negative characteristics of fan engagement, deliver a broader perspective of the construct with transactional and non-transactional behaviors and included different forms of interactions (e.g. fan–fan and fan–club interactions). With our holistic perspective of fan engagement, we seek to help future research capture the phenomenon of fan engagement more holistically and relate it to various phenomena.

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Exploring Reverse Socialization Of Sport Fandom From A Generational Perspective

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Aim of the research

The purposes of this exploratory research are to identify and understand the factors that influence the intersection of sport fandom and parenting. Specifically, we explore the unique intergenerational factors associated with the connection between sport fandom and parent-child relationships.

Literature review

Sport fandom scholars have identified a need to explore the potential complexities of how children reverse the socialization process and shape their parents' sport fandom (Gantz, 2012; Hyatt & Foster, 2015). Thus, exploration of generational influences on the reverse socialization process of sport fandom is necessary for theoretical development in this area.

When examining fandom, in general, across generations, Harrington and Bielby (2010) discuss four age-based issues that have received varying attention from fan scholars; fandom and life milestones, changes in the fan (self) over time, age norms within fandom, and changes in the fan object over time. They state, "while age norms clearly operate within fandom, it is less clear how they fluctuate over time and in the context of the changing cultural status of fandom" (p. 442). Given the recent vast technological changes in sport media communication, the way in which parents and children experience sport fandom has also changed (Dotson, Clark, Suber, & Dave, 2013). Further to this, family dynamics around sport have shifted over the last decade, which alters how parents engage with their children and sport (Kay & Spaaij, 2012; Trussell & Shaw, 2012).

Methodology, research design, and data analysis

Participants were recruited in two regions of Canada; Ontario and Saskatchewan. Twenty parents (16 men and four women, aged 32 to 55) were interviewed either in-person or via an online video platform for between 20 and 55 minutes. We utilized an interview protocol that highlighted exploration of the parent-child influence on sport fandom. We asked participants to reflect on sport fandom in relation to their parents (last generation or past relationships) and their children (this generation or current relationships). The coding process was based on Merriam (2001) and Rossman and Rallis (1998). Coding began after the first few transcripts were completed, and continued as the remaining interviews were transcribed. The concept of reverse socialization across generations was present in the data and two overarching themes regarding the role of intergenerational factors on the intersection between sport fandom and parenting emerged from our analysis.

Results, discussion, and implications/conclusions

Regarding reverse socialization from a generational perspective, our participants discussed very little influence on their own parents' fandom. However, several noted their own children influencing their sport fandom. This may be a result of changing cultural status of fandom (Harrington & Bielby, 2010), given that participants also discussed their children influencing their grandparents' fandom. This suggests the impact of millennial children on multiple generations of people.

The unique role of "mother" within the fandom socialization process differed across generations. When participants discussed the relationship between sport fandom and their own parents (last generation), many focused on their father's role in shaping their fandom. Only two participants noted their mother's influence within this relationship, and mothers were often discussed as observers within the family-sport fandom context. Conversely, when participants discussed their own children (this generation), they identified more active engagement of some mothers in socialization of sport fandom within the household. This shift in mothers' role within sport is supported within the literature (Spaaij & Anderson, 2010; Trussell & Shaw, 2010).

Within the millennial generation, children were active members in defining their own sport fandom, or subsequently defining their parents' sport fandom. This may be a consequence of their generation, as many millennial children have access to a wider array of sport teams due to the blitz of sport media platforms over the last decade (e.g., Dotson et al., 2013). Further, the promotion of rivalries in the family dynamic seems to be a generational factor (Kraszewski 2008; Schimmel & Harrington, 2007) that warrants further exploration within the reverse socialization of sport fandom process.

These findings will be of interest to sport consumer behavior researchers who have typically conceptualized sport fan socialization in terms of older family members teaching kids to love certain sports and/or teams (Kolbe & James, 2000; Spaaij & Anderson, 2010; Wann, 2006). Our findings suggest that socialization and reverse-socialization into sport fandom may have generational aspects that have evolved over the last 10 to 15 years. This trend has implications for our conceptualization of sport fandom.

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When Losing Feels Better Than Winning: Counterfactual Thinking And Satisfaction Reversal

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Although counterfactual thinking is considered an important factor in forming satisfaction, there are few studies investigating the effect of counterfactual thinking in consumer behavior. Through counterfactual thinking people engage in comparisons of factual circumstances to alternatives that are better or worse. Medvec and colleagues (1995) found that upward counterfactual comparisons (worse alternatives) tend to reduce satisfaction, whereas downward counterfactual comparisons (better alternatives) enhance satisfaction.

Studies of counterfactual thinking have been conducted in the domain of athletic competition. Medvec et al. (1995) have found that Olympic bronze medalists are more likely to be satisfied than silver medalists even though the silver medalists performed better than bronze medalists. That is, the counterfactual alternative for the silver medalist is winning the gold, while for the bronze medalist it is not getting a medal. This finding is intriguing because the silver medalist who performs better actually feels worse than the bronze medalist, which demonstrates a satisfaction reversal. These reversals could constitute a special case of the affective contrast effect. A bad outcome feels less disappointing when the counterfactual alternative is worse, and a good outcome feels less pleased when the counterfactual alternative is better. This research includes an examination of whether people can feel more satisfied when experiencing an inferior outcome than a superior outcome.

H1: Sport consumers who engage in downward counterfactual thinking after watching an inferior game outcome will report a significantly higher level of game satisfaction than those who engage in upward counterfactual thinking after watching a superior game outcome.

H2: Sport consumers who engage in upward counterfactual thinking after watching a superior game outcome will report a significantly lower level of game satisfaction than those who engage in downward counterfactual thinking after watching an inferior game outcome.

A validation check of the video clips used was conducted by randomly assigning 16 undergraduate students to watch one of four video clips containing different game outcomes. All 16 participants provided the expected answer for the manipulation check question. In the main study, participants were 33 female and 64 male undergraduate students at a large university in the southeastern United States. To induce different directions of counterfactual thinking, participants were asked to watch a college football video clip. The participants were separated into four groups; 26, 21, 24, and 26 participants were randomly assigned to the straight win, disappointing win, straight loss, and relieving loss games, respectively.

There was a main effect of game outcomes [downward counterfactual: Welch's $F(3, 48.4) = 48.84$, $p < .01$; upward counterfactual: Welch's $F(3, 39.61) = 125.23$, $p < .01$]. A Games-Howell post-hoc test showed that sport consumers generated more downward counterfactual thinking ($M = 7.58$, $SD = 2.83$) than upward counterfactual thinking ($M = 1.23$, $SD = 0.43$) after watching a straight win game. In contrast, participants generated more upward counterfactual ($M = 8.33$, $SD = 2.03$) than downward counterfactual thinking ($M = 2.92$, $SD = 1.84$) after watching a straight loss game. Sport consumer who watched a relieving loss game generated significantly more downward counterfactual thinking ($M = 8.31$, $SD = 1.41$) than those who watched a disappointing win game ($M = 4.43$, $SD = 2.56$). Consistently, participants who watched a relieving loss game generated significantly less upward counterfactual thinking ($M = 4.73$, $SD = 2.6$) than those who watched a disappointing win game ($M = 5.95$, $SD = 2.38$). The follow-up test provided a main effect of game outcome [satisfaction: Welch's $F(3, 49.14) = 67.96$, $p < .01$]. A Games-Howell post-hoc test revealed that sport consumers feel significantly higher level of satisfaction after watching a relieving loss game (inferior outcome: $M = 7.27$, $SD = 1.51$) than a disappointing win game (superior outcome: $M = 5.40$, $SD = 1.54$). As predictive with *H1* and *H2*, sport consumers who engage in downward counterfactual thinking can feel more satisfied with game consumption when experiencing an inferior outcome than a superior outcome.

The results of satisfaction reversal lead to the conclusion that a superior outcome doesn't always generates greater amount of "what might have been worse" thoughts. Such outcomes are points of reference that can be actively promoted by sport marketers when a team loses a game in the playoffs. After a basketball team loses an NCAA tournament playoff game, for example, the following promotional message could be

developed: "How wonderful it is we made a playoff game because it could have been a whole lot worse. A majority of teams did not even get this exciting opportunity." Stimulating sport consumers to generate more downward counterfactual thinking, thoughts of "what might have been worse," would help to moderate the levels of sport consumers' dissatisfaction.

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Double Jeopardy Debunked? Athlete Fan Engagement Via Social Media

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One way marketers are able to develop strategies for brand development is by understanding generalized patterns of consumer behavior. Double Jeopardy theory proposes that small market share brands (SMSB) suffer in two ways when compared to high market share brands (HMSB). Double Jeopardy explains that SMSBs have fewer consumers than HMSBs, and also that these consumers also are less loyal than individuals who purchase HMSBs (Ehrenberg, Goodhardt, & Barwise, 1990). Although researchers have hypothesized sport as an area where these laws may not hold true (Gladden & Funk, 2001), Double Jeopardy research in the sport context also demonstrates that attitudinal loyalty (Doyle, Filo, McDonald, & Funk, 2013) and game attendance patterns (Baker, McDonald, & Funk, 2016) largely favor high market share teams.

Addressing a call to test Double Jeopardy in more sport settings (Baker et al., 2016; Doyle et al., 2013), the current research builds on existing literature by examining the effects of Double Jeopardy at the individual athlete level, and also explores if and how such effects influence online fan engagement via social media. At the individual athlete level in the online space, Double Jeopardy would suggest that the athletes with the most amount of followers (HMSB) would also elicit higher engagement rates (i.e., likes and comments per follower), representing behavioral loyalty, from their followers than SMSB athletes. Thus the following two hypotheses were developed:

Hypothesis 1: Athletes with larger market share have higher online fan engagement rates than athletes with smaller market share.

Hypothesis 2: There is a positive correlation between an athlete's number of followers on social media and their engagement rate on social media.

This study focused on athletes from Major League Soccer (MLS) who are on the social platform Instagram. MLS athletes differ greatly in their social media following, and thus provide a range of SMSBs and HMSBs to examine. We analyzed 2062 photos from 289 different MLS players over the course of four weeks during October 2015. We noted the athlete's number of followers and the engagement (i.e., the number of likes and comments) they received for each picture. For each post, we divided the engagement (i.e., number of likes and comments) by the number of followers.

We created six groups of athletes, based on their number of followers. Group one consists of 128 athletes with less than 2,500 followers (M = 1,337; SD = 606), group two consists of 59 athletes with 2,501–5,000 followers (M = 3,553; SD = 632), group three consists of 38 athletes with 5,001–10,000 followers (M = 6,727; SD = 1,517), group four consists of 30 athletes with 10,001–25,000 followers (M = 17,027; SD = 4,683), group five consists of 20 athletes with 25,001–100,000 followers (M = 48,125; SD = 17,154) and group six consists of 14 athletes with over 100,000 followers (M = 1,374,071; SD = 1,818,830).

Results show that as the group size increases, the engagement per follower decreases. Group one received 11.532% likes and 0.038% comments per follower; group two received 8.091% likes and 0.021% comments per follower; group three received 6.159% likes and 0.014% comments per follower; group four received 4.021% likes and 0.011% comments per follower; group five received 3.623% likes and 0.009% comments per follower; group six received 3.601% likes and 0.005% comments per follower. Pearson correlations showed a negative relationship between the athlete's number of followers and their likes per follower ($r = -.166$, $p < .001$), as well as between their number of followers and their comments per follower ($r = -.105$, $p < .001$). Thus, Hypothesis 1 and Hypothesis 2 were not supported.

These findings do not support the notion that Double Jeopardy effects influence the behavior of sport consumers on social media. The findings indicate that athletes who possess HMSBs experience less engagement than athletes with SMSBs. These results contrast with existing sport research which has evidenced Double Jeopardy effects at the team level (Baker et al., 2016; Doyle et al., 2013) and posit one area of sport consumption that resists such effects (Gladden & Funk, 2001). Relationship marketing literature offers possible explanations.

SMSB athletes should capitalize on the higher engagement rates they get to attract sponsors interested in consumer engagement rather than brand awareness; and sponsors can gain more return on their investment by partnering with SMSB athletes, as their followers are more likely to engage with the athlete's content than followers of a HMSB athlete.

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Attendance And Drop-Out Determinants Of Active Football Fans In Germany

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Aim of the research

The Bundesliga is the football league with the worldwide largest stadium attendance since more than a decade (http://www.worldfootball.net). This is typically explained by modern stadia built for the FIFA World Cup 2006 and a fan-friendly governance approach. However, after dynamic growth in the 2000s, attendance stagnates around an average of 42,500 spectators in recent seasons (http://www.kicker.de). Supporters increasingly doubt the fan-friendliness of the league's governance and criticise "overcommercialisation". For instance, the popular fan magazine 11FREUNDE lately featured formerly passionate fans explaining why they dropped out of active fandom (http://www.11freunde.de). Therefore the research question on the risk of drop out and the drivers of attendance of active football fans in Germany arises. Losing this target group that co-creates value for the matchday product by chanting and cheering for the team (Stieler, Weismann, & Germelmann, 2014) may sensibly damage the overall product of the Bundesliga.

Theoretical background

The large body of literature on stadium demand analyses aggregated figures on matchday attendance which are regressed on diverse direct and indirect quality characteristics of the sport event product (Villar & Guerrero, 2009). It is only lately that studies try to explore disaggregated micro data on defined consumer groups, like season ticket holders (Schreyer, Schmidt, & Torgler, 2016). The present paper follows this idea of analysing segments of attendance demand by focusing on active football fans referring to supporters' categories and behavior discussed in the sport sociological literature (García & Welford, 2015). In sports economics, rather the negative impact of illicit behaviour of active fan groups (i.e., hooliganism) on aggregate measures for demand and revenues has been analysed so far (e.g., Jewell, Simmons, & Szymanski, 2014). Therefore, this paper has to refer to the modelling of studies outside the sport-related literature that links individual attitudes and characteristics to the purchase intention of consumers (e.g., Kos Koklic & Vida, 2016).

Methodology

The attendance and drop-out decision of active fans is tested on data of a large online survey of committed fans in Germany (N = 1,021 with N = 682 finishers, i.e., 66.8% response rate). In late summer 2014, a questionnaire on fan identification, reported attendance, attitudes towards the league and club governance, behavioural intentions and sociodemographics was placed in more than 30 national and club internet fora. The data represent a clustered convenience sample which sufficiently captures active fan groups while covering also control groups committed less to football fandom. (Ordered) Logit regressions are run on the construct of a 5-point (inverted) purchase scale on the question whether the respondents "think about attending less matches" in the stadium, considering a set of more than 50 explanatory variables and model variants.

Results, discussion and implications/conclusions

Although 55% of respondents in the sample dislike commercialisation, only less than 20% intend to change their behaviour or even drop out. 10% consider attending lower division football, 20% say that their fan loyalty suffered and 27% think about attending less. In addition, 65% criticize the club governance. The regression analysis finds that, all else equal, firm loyalty to the team and preferences for stadium comfort, quality of play, modern sponsorship, TV oriented match schedules and ticket price acceptance significantly explain retention of attending behaviour. While club members tend to stay loyal, season ticket holders, away supporters, *Ultras* and younger fans (convexly curved in age) are significantly more likely to attend less. Thus, there is indeed evidence that the group of particularly active young supporters who contribute to the stadium ambiance might drop out sooner or later whereas more customer-type fans are not bothered with the commercialised league governance and keep attending on the same level.

20% of potential attendance drop out may or may not be seen as a risk for stadium demand and ambiance. However, this would mean a loss of 8,500 spectators on average resulting in a setback of attendance on the level of the Premier League. Definitely, a substantial discomfort of fans with the current league and club governance is observable. Thus, further commercialisation and modernisation of German pro football should be treated with care by governing officials. Worrying is that attractive target groups, like season ticket holders and dedicated young supporters, seem to lose their passion and might reduce attendance. So

there is a risk of displacement of active supporters by less committed customer-type fans (García & Welford, 2015) which might result in more pronounced "gentrification" (Jewell et al., 2014) of stadium spectators as in English football.

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Impacts Of Different Self-Concepts On Consumer Moral Judgment Process In Athlete Endorsement Context

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Despite the globalization of marketing activations (i.e., celebrity endorsement), consumers' different self-concepts (e.g., individual-self vs. collective-self) still have significant impacts on consumers' information process. However, to date, the differential impacts of consumers' self-concepts on the moral judgment process in marketing context has been underresearched by researchers. In particular, it is plausible that consumers' different self-concepts would affect their different moral reasoning strategies (e.g., *moral decoupling*, *moral rationalization*, and *moral coupling*), which have direct implications on consumers' evaluations of the troubles celebrity endorsers as well as endorsed brands (Bhattacharjee, Berman, & Reed, 2013; Lee & Kwak, 2016). Therefore, the current study aims to examine impacts of self-concepts on moral reasoning process, and its subsequent effects on consumer response to the transgressed celebrity endorser.

Theoretical background

Moral judgment literature has found that consumers' multi-faceted responses to the even same scandal are triggered by different moral reasoning strategies taken by the consumers. Previous studies have found that *moral decoupling* (MD: separation of morality judgments from performance judgments) and *moral rationalization* (MR: justification of a wrongdoer's misconduct) enable consumers to support a wrongdoer (Bhattacharjee et al., 2013), while *moral coupling* (MC: integration of morality and performance judgments) evokes adverse response to the wrongdoer (Lee & Kwak, 2016). Moreover, social psychology literature has found that if individual-self (IS) is dominant in individuals' minds, people tend to allocate evaluative attention narrowly to target individuals' (e.g., celebrity endorsers) focal attributes (e.g., job performance) rather than surroundings (e.g., morality; Markus, Uchida, Omoregie, Townsend, & Kitayama, 2006). Given this notion, it posits that IS will lead consumers to activate MD (focusing more on focal attribute than circumstances) when processing athlete endorsers' scandals. In contrast, with salient collective-self (CS), individuals will tend to disperse their evaluation focus between both the focal object (e.g., job performance) and the surroundings (e.g., morality) in a holistic manner. Thus, a positive association between CS and MC can be predicted. Moreover, although it has not been empirically tested, Markus and others (2006) also suggested that in the collectivistic culture, due to high level of perceived interconnectivity with other people, individuals would tend to engage in conjoint information process when evaluating a target person, paying attention to a broader array of factors both positive and negative. It means that the broader evaluation focus the consumers have, the more negative evaluation they will show. Thus, it is predicted that as the level of CS increases, the level of perceived interconnectivity will also increase. Moreover, with higher interconnectivity level, the consumers are expected to have broader evaluation focus, which will have positive (negatively) impacts on MC (MD). Lastly, although there is a lack of theoretical foundation regarding an association between the self-concepts and MR, from a moral '*disengagement*' perspective (Bhattacharjee et al., 2013), a negative association between level of interconnectivity and MR is predicted.

Methods

For a two-level (individual- vs. collective-self) single-factor experiment, 240 participants were recruited via an online panel service (Mturk.com). Replicating Johnsons and others' (2006) priming approach, after random assignment, participants read a scenario to increase the salience of either individual- or collective self-concept, and then answered manipulation checking questions. Participants were then read a scenario depicting an athlete endorser's career records and a recent drug scandal. Finally, the participants completed questionnaires including perceived interconnectivity (Gartner & Schopler, 1998), evaluation focus (Markus & Kitayama, 2004), moral reasoning choices (Lee & Kwak, 2016), and negative word of mouth (NWoM; Xie et al., 2015).

Results and discussion

The manipulation checking test showed the priming scenarios successfully worked as intended ($p < .05$). The results of a path analysis showed that the CS has positive impacts on interconnectivity ($\gamma = .26$; $p < .01$), which in turn has negative impacts on MD ($\beta = .31$; $p < .01$) while having positive impacts on MC ($\beta = -.17$; $p < .05$). Lastly, the MD has negative impacts on NWoM ($\beta = -.26$; $p < .05$), while MC has positive impacts on NWoM ($\beta = .34$; $p < .01$).

Findings of this study contribute to the consumer psychology literature by shedding light on the role of self-concepts on consumers' responses to celebrity endorsers' scandals through a cross-cultural lens. In particular, by testing the moral reasoning process employing perceived interconnectivity and evaluation focus as mediators, the present research empirically tested how different self-concepts trigger different consumer responses to morally tainted celebrity endorsers. Lastly, the results suggest that marketing managers should be cautious in coping with troubled endorsers because consumers' responses to the scandal might vary depending on their primary self-orientation.

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Examining In-Line Skating Experiences In Psychological And Physiological Signals

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In-line skating is considered by everyone in Taiwan as a familiar sport. That is, residents in Taiwan either have seen or have heard of in-line skating. People have been promoting in-line skating for years in Taiwan. Taiwan's In-line skating athletes as national representatives have frequently won prizes and medals in competitions worldwide. This study extended Pine and Gilmore's (1998) 4E model, four types of experiences: Entertainment, educational, escapist, and esthetic, to add two more types of experiences: Achievement and sociability, and applied the 6E model to examine in-line skating participation and spectatorship experiences.

Questionnaires were used, which include scales measuring experiences in and specialization in the sport of in-line skating. Physiological signals such as EEG (electroencephalogram), heart rate variability, and data of areas of interest from an eye tracker were also collected when participants watched a three-minute film showing figure and speed skating by two excellent athletes. This study attempts to compare subjective information from questionnaires and objective information from physiological signals. College students were recruited to participate in this study. Among 75 participants, 32 were from in-line skating sport clubs as the experimental group.

Analysis of subjective data showed that vicarious experiences in watching the in-line skating film were higher than recalled personal participation experiences for the experimental group in five types of experiences: Educational, escapist, esthetic, achievement, and sociability. This might be because the two excellent athletes performed very well in the film. Providing more opportunities for students to watch in-line skating may contribute to promote skating activities. Further, the experimental group was divided into two sub-groups: The high specialization sub-group with 14 people and the low specialization sub-group with 18 people. The comparison between these two sub-groups in participation experiences revealed that the high specialization sub-group had higher experiences than the low specialization sub-group in all six types of experiences. However, when all participants were divided into the high specialization group with 21 people and the low specialization group with 54 people, the comparison between these two groups in spectatorship experiences showed that only sociability experience was higher in the high specialization group than in the low specialization group.

As for the comparison of heart rate variability between the experimental group and the contrast group, only the average time of R-R interval was significantly different. The experimental group had higher R-R interval than the contrast group, indicating that the experimental group might be more familiar with in-line skating and feel less excited than the contrast group. Additionally, when comparing EEG, the experimental group had lower Delta and Beta value of power in both frontal point 1 and 2 than the contrast group, indicating again that the experimental group might be less aroused and more relaxed that the contrast group.

Concerning with the relationships between subjective and objective information, the analysis of correlation coefficients showed that the R-R interval was negatively correlated with the vicarious achievement ($r = -0.28$) and sociability experiences ($r = -0.26$), indicating that higher experiences would have quicker heart rate. The relationship between the Theta value of power in frontal point 2 and educational experience was significant ($r = 0.26$, $p = .033$), indicating that the higher educational experience would have stronger brain wave aroused. As for the areas of interest, when respondents had more frequently looked at the upper body the athletes, they had stronger entertainment (0.28), educational (0.33), and escapist (0.28) experiences.

This study concluded that the relationships between psychological and physiological signals were between weak and moderate. However, physiological signals did provide additional information to examine the experiences. Further research is required to clarify the difference influences by different types of waves in different brain areas. In short, in this study, the questionnaire and physiological signals (brain wave, heart rate variability and eye tracker) data were analyzed to provide information for future interdisciplinary research among areas of leisure studies, sport experiences and bio-medical engineering, and to give certain guidelines for promoting in-line skating and relevant sporting events.

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The Role Of Religiosity And Relativism On Sport Consumer Behavior

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Introduction

Study of marketing ethics is fundamentally a macro marketing issue. The field of marketing ethics has evolved considerably from the theoretical models introduced in the mid 1980s and early 1990s which include Ferrell and Gresham (1985), Hunt and Vitell (1986), Ferrell et al. (1989), Hunt and Vitell (1993). Hunt and Vitell's (1986, 2006) model is one of the famous models in marketing ethics and is recognized as the most appropriate model for consumer ethics (Lu & Lu, 2010). Of these models, Hunt and Vitell's (1986, 2006) is the only model that can easily be applied to consumers' ethical behavior (Kavak et al., 2009). Major stream of research in consumer ethics includes studies attempting to examine consumer attitude toward a variety of potentially unethical situations (Wilkes, 1978). More specifically, the purpose of the present study is to investigate the role that religiosity and relativism plays in determining consumer attitudes/beliefs regarding various questionable consumer practices. While the number of studies examining consumer ethics is relatively limited, there are virtually no studies examining the role, *religiosity* plays in consumer ethics in spite of the fact that religiosity potentially plays a key role in forming consumer values and moral beliefs.

Methods

This study is a descriptive-analytic one and it has been done by means of a fieldwork. The statistical population on which this study is done are all physical education students of Azad university branches in Tehran. The required sample size is based on the formula for calculating the Morgan and Kerjsi including 226 physical education students. Table consists of men and women who completed the ethics position questionnaire (EPQ) developed by Forsyth (1980) consisting religiosity scale (3 items), relativism scale (10 items) and consumer behavior (4 scenarios). The data was analyzed based on multiple regression analysis, measuring with the significance level set at 0.05.

Results

The results showed that 126 males and 110 females participated in this research . Most of the participants were at the age range 20–30 years with 198 frequency. Results of Pearson correlation coefficient showed there was a positive relationship between religiosity and consumer behavior ($p = 0.001$, $r = ./289$) but there is no significant relationship between relativism and consumer behavior ($p = 0.213$, $r = ./08$). Also linear regression analysis showed that Religiosity and Relativismmodel is related with the Customer behavior participants ($p = 0.02$), so it can be concluded that Religiosity can be a predictor of Cosumer behavior participations and the percentageof variance explained by the models regarding Consumer behavior ethics ($R = 0.19$).

Conclusion

According to the results, consumers tended to rely on both ethical norms and perceptions of consequences in forming ethical judgment and in determining their behavioral intentions in situations with ethical content. In our study consumers are generally consistent with marketing ethics theories that recognize moral philosophies as important determinants in decision making involving ethical issues (Ferrell and Gresham 1985). The religiosity construct deserves closer attention, especially as it was a significant determinant of any of the four dimensions of the consumer ethics scale. Perhaps this indicates that religiosity, if it has any effects at all, has more of an indirect effect on consumer ethics by more directly influencing other variables which in turn influence consumer ethics. From our study of consumers, are generally consistent with marketing ethics theories that recognize moral philosophies as important determinants in decision making involving ethical issues.

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Enjoying The Game — Enjoying The Burger? (Un)Healthy Food Choices Of Sport Spectators

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Aim of the paper

Access to nutritious food is imperative to health. However, spectators often eat unhealthy food when visiting sport events. This seems ironic, as athletes' on-field sporting behaviors (which are of central interest to sport spectators) should be in contrast to the selection of unhealthy food. One reason for unhealthy food choices may be the activation of enjoyment goals and the compatibility of activated enjoyment goals with unhealthy eating (Raghunathan, Naylor & Hoyer, 2006). This study assesses the impact of the enjoyment goal activation context on decision-making processes in food choice (unhealthy vs. healthy foods) at event venues, considering the peculiarities of spectator sport settings.

Theoretical background

At sport venues, marketing practices and consumers' decisions are often inconsistent with health goals. Concession stands make spectators indulge by eating unhealthy foods (Carter, Edwards, Signal & Hoek, 2011). Event visits can be considered as consumption episodes. Within such episodes, goal processes influence food choices. If a tradeoff between goals (e.g., pleasure and health) needs to be made, conflicts arise and individuals can either highlight one goal (to the detriment of the other goal) or balance goals (Dhar & Simonson, 1999). Linking decision making processes to goal pursuit theory and implicit learning (Dhar & Simonson, 2003; Fishbach & Dhar, 2005) we argue that the activation of enjoyment goals makes event visitors more (less) likely to choose unhealthy (healthy) food, and that sport event (vs. music event and control group) visitors are more (less) likely to choose unhealthy (healthy) food.

Method

To test our hypothesis, we conducted an experimental study in which we manipulated the activation of enjoyment goals (activation vs. no activation) and event type (sport vs. music) between participants. An additional control group (flea market visit without enjoyment goal activation) was added. 240 participants were randomly assigned to one of five experimental groups.

The procedure was as follows: Participants first read an event visit description. They were asked to imagine that they visit the event. After some reaction time measurements, they were asked to rate the likeliness of consumption of 15 foods (seven healthy, eight unhealthy; 1 = would not eat this food at all, 10 = would definitely eat this food). The food items were pretested to represent healthy or unhealthy food (using a sample of 50 persons who assigned food items to healthy or unhealthy food baskets). Participants then filled out a written survey. Latent variables (enjoyment, health consciousness, self-discipline in eating; seven-point rating scales) were measured via established scales, showing satisfying validity and reliability.

Results, discussion, and implications

The manipulation was successful: participants in the enjoyment activation condition rated their personal enjoyment higher ($M = 5.69$) than in the condition without activation ($M = 4.24$; $t(238) = 8.35$, $p < .001$), the effect being independent of event type.

To test our hypotheses, we ran a 2×2 ANCOVA (without the control group). Intentions to consume unhealthy or healthy foods were used as our dependent variables. Event type and activation were used as our independent variables. As confounds, we included health consciousness and self-discipline in eating.

Both main effects for predicting the intention to consume healthy food were significant. The intention was lower in the high enjoyment activation condition ($M = 4.78$) than in the condition without activation ($M = 5.45$; $F(1,187) = 7.83$, $p < .001$). Intention to eat healthy food was higher for music event ($M = 5.34$) versus sport event spectators ($M = 4.85$; $F(1,187) = 3.60$, $p = .058$; control group: $M = 6.11$). Health consciousness and self-discipline had a positive impact on healthy food choice.

For unhealthy foods, there were no significant main or interaction effects. Thus, while our hypotheses are supported with regard to intended consumption of healthy food, they are not supported for unhealthy food.

To conclude, we can state that, when enjoyment goals are active, event visitors have lower intentions to choose healthy foods, an indicator of highlighting the enjoyment goal within the consumption episode.

Sport (vs. music) event spectators disfavor healthy foods, a potential indicator of implicit learning processes to particularly not eat healthy foods at sport events.

Our work provides some important implications for caterers and sport event organizers. Compared to other settings of leisure events (here music and flea market), sport marketers have to put in more effort to influence attendees' decision-making processes toward healthy food choices. The results may indicate that the provision of healthy food only results in healthier food choices at sport events if vendors can satisfy enjoyment goals with healthy food options.

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The Role Of Beauty In Tennis TV-Viewership

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"What is beautiful is good," the ancient Greek lyric poet Sappho wrote over 2,500 years ago. Indeed, several studies in social sciences, anthropology, psychology, and economics have shown various effects of physical attractiveness. Hamermesh and Biddle (1994) introduced the idea of a beauty premium, stating that attractiveness pays: good looking people earn more than average looking people, while plain people not only earn less than average looking people, but are additionally penalized.

Curiously, the concept of beauty has gained little attention in sports research, particularly in sports economics. Using a survey method, Trail and James (2001) show that physical attractiveness is a motivational factor for sports consumption in Major League Baseball. Berri, Simmons, van Gilder, and O'Neill (2011) put forward that facial symmetry is positively related to earnings of NFL quarterbacks. A recent attempt by Meier and Konjer (2015) empirically analyses German TV ratings for tennis games between 2009 and 2010, finding no evidence for a beauty premium. Given the existing literature in several fields and particularly in pulchronomics, that is, the economics of physical attractiveness, this finding is unexpected and calls for a new approach to understand the relationship between physical attractiveness and tennis TV-Viewership. In comparison to Meier and Konjer (2015), we analyze a data set over a larger period of time and use a software-based algorithm to derive facial symmetry scores. Moreover, the relative lack of demand studies for individual- compared to team-sports motivates us to better understand TV-viewership by focusing on tennis. Previous research puts forward that quality (e.g., aggregate talent on the field), competitive balance (e.g., opponents of similar ability playing each other), and home bias play significant roles in TV-viewership.

In this study, we examine the relationship between tennis players' beauty, as measured by facial symmetry, and TV-viewership by analyzing 622 live tennis matches from Grand Slam tournaments played between 2000 and 2016. Facial symmetry has been shown to be a strong predictor of attractiveness (Perrett, Burt, Penton-Voak, Lee, Rowland, & Edwards, 1999; Rhodes, Proffitt, Grady, & Sumich, 1998). To derive facial symmetry scores, we use a software-based algorithm to analyze headshots of the 84 female and 90 male players within our sample. The software calculates symmetry scores between 0 (not symmetric) and 100 (very symmetric) using a 14 step process where several facial features (i.e., chin, hairline, ears, nose, mouth etc.) are identified. Estimating a model that includes control variables for player quality, competitive balance, and a set of dummy variables for home bias, ethnicity, rounds, and tournaments, we show that beauty plays a positive role in tennis TV-viewership. The beauty premium is especially strong for female players in subsample analyses, i.e., when regional players are excluded. Moreover, our results show that quality (i.e., aggregate talent) and competitive balance plays a positive role for male matches while it does not for female matches. As expected, later rounds (e.g., semi-finals and finals) attract more viewers. Our results persist when we regress female and male viewers separately.

These findings have important implications for future research in sports consumer behavior and sports marketing, with a particular emphasis on the demand for individual-player sports: TV-stations may alter their broadcasting strategy and include beauty measures to attract more viewers and hence more advertising, especially when foreign players are playing. On the other hand, the findings suggest that decision makers in sports marketing may include beauty measures in their analyses for potential endorsement deals. Given that most research in sports consumer behavior and sports demand focuses on team sports, our work extends the literature on individual sports demand and sheds light on the beauty premium in sports.

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Do Intentions To Try A Sport After Watching Elite Competitions Lead To Participation? Exploring The Moderating Role Of Event Leveraging Initiatives

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Introduction and background

'Demonstration effects' refer to a process by which people are inspired by elite sport, sports people, or sports events to participate themselves (Weed, 2009). To date, such effects remain largely anecdotal and atheoretical. Indeed, several researchers have observed little or no behavioural effect, while others have concluded that the mega-sport events tend to only influence people's intention to participate in sport (Bauman, Armstrong & Davies, 2003). In response, researchers (e.g., Misener, Taks, Chalip & Green, 2015) have suggested the mega-sport events must be leveraged if they are to have any participatory effect. Event leveraging is based on the premise that increased participation levels are more likely to result from the combined influence of staging an event, and the implementation of interventions designed to promote sport opportunities. Indeed, the efficacy of leveraging initiatives have received limited empirical attention for researchers. Thus, two questions were of interest to the study: Q1: Does exposure to a leveraging initiative (informational or financial) increase the probability of participation? Q2: Does the influence of the initiative on probability of participation differ between those with low or high pre-initiative intentions to participate?

Methodology

Spectators leaving track cycling events at the 2015 Pan American Games indicated their intention to track cycle at the event facility following the event (1 = strongly disagree and 7 = strongly agree). Participants were screened to ensure they had never track cycled before and then were randomly assigned to one of three experimental conditions. In the *control condition* (n = 103), participants received five dollars for their participation. In the *information leverage condition* (n = 80), participants received payment for their participation and received information about how to try track cycling at the event facility in the form of a program brochure. In the *financial leverage condition* (n = 198), participants received a voucher to try track cycling at the event facility free of charge. Participants were required to leave names and contact information so participation data could be tracked post-event. Track cycling participation data was collected from staff at the event facility six months after the event had concluded (0 = did not participate, 1 = did participate). A moderated binary logistic regression model was tested to assess the conditional and interaction effects of intentions and condition on track cycling participation (see Hayes & Matthes, 2009; Hayes & Montoya, 2017).

Results and discussion

Only 43 (11.2%) participants eventually track cycled. Of those who did track cycle, 77% had been in the voucher condition and 23% had been in the control condition — no one from the information condition track cycled. Age, sex, and income were not significantly associated with track cycling participation. Intention to track cycle was significantly and positively associated with track cycling behaviour, $B = .72$, $p < .01$. The effect of the information condition was not effective at any level of intention. However, relative to the control condition, the effect of the voucher condition on track cycling behaviour was significant, $B = 3.36$, $p < .05$. The omnibus interaction effect of the voucher condition and intention to try track cycling on track cycling behaviour approached significance ($p = .05$). Inspection of conditional effects of the voucher at levels of intention to track cycle revealed that the voucher, relative to the control, was effective at increasing the likelihood of track cycling for those at low (control = 1% likelihood, voucher = 9% likelihood, $p < .05$) and neutral intentions (control = 3% likelihood, voucher = 14% likelihood) but not for those with already high intentions (control = 15% likelihood, voucher = 19% likelihood). Consistent with previous research (Ajzen, 1991), these results demonstrate that intention to participate is important for understanding participatory responses to event spectatorship. Most importantly, our results suggest that financial leveraging initiatives are effective at increasing the likelihood of participation, particularly for those who do not intend to participate after witnessing an elite sport event.

Our study provides empirical evidence about the efficacy of leveraging initiatives tied to elite sport events. Based on our results, we advance the theoretical position that exposure to particular leveraging initiatives may play a critical role in encouraging actual participatory behavior post-event. Thus, future research should continue to explore the influence of leveraging initiatives on actual participation when modelling demonstration effects. In practice, our findings support the deployment of financial-based leveraging initiatives

(i.e., voucher/free trial programs) over other informational-based initiatives (e.g., distributing program brochures about sport offerings available at a facility) when attempting to maximize demonstration effects.

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Current Trends And Opportunities For Community Sport Organisations

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Aims and background literature

It is now widely recognised that participation in sport and other forms of physical activity has substantial benefits for health and wellbeing, including the prevention and management of non-communicable disease, such as heart disease, type 2 diabetes and dementia; obesity prevention; increased social connectedness; improved mental health; and increased health, fitness and body strength (see Reiner, Niermann, Jekauc, & Wolf, 2013). Consequently, engaging inactive and somewhat active adults in physical activity is a priority for sport, health and community organisations. Contemporary physical activity and sport trends are shifting, which can be observed in the rise of new physical activity formats and socio-cultural changes in how people participate in, and consume, sport. In an Australian context, examples include the proliferation of formats that are quick, exciting and social. National examples include Big Bash Cricket, Nitro Athletics and Fast5 Netball. These interactional patterns connect with barriers that have been outlined in literature focused on adults aged 18–55, which include time constraints with increased work, study and domestic responsibilities; cost; inflexibility of current sport systems; confidence; and balancing daily lifestyles (see Codina, Pestana & Armadans, 2012; Hanlon, Morris & Nabs, 2010).

Set against this context, our work is based on evaluative research conducted with Hockey Victoria to explore the potential for engaging inactive, or somewhat active adults in a social, modified version of hockey. For the purpose of this research, 'inactive' is defined as not having participated in thirty minutes of physical activity in the past week; 'somewhat active' is represented by engagement in one to three days. In this paper we examined the factors constraining physical activity and hockey engagement and the approach undertaken by Hockey Victoria to adapt to the changing consumption of physical activity and sport in society. Our research offers a unique insight into how State Sport Associations (SSAs) are responding to changing participation demands; explores current innovations in physical activity and sport practice; and offers an overview of how constraints can potentially be overcome. Hockey Victoria is responsible for the governance of hockey in the state of Victoria, Australia and was funded by VicHealth's State Sport Program to design and implement a modified form of hockey to engage inactive and somewhat active community members.

Methodology

The research approach we employed was an exploratory mixed-method design and followed a sequential typology. During stage one a quantitative survey was administered to existing senior Hockey Victoria members (N = 1,217) and the parents of junior hockey players (N = 980). Stage two consisted of qualitative telephone interviews (N = 30) with the parents of junior hockey players to gather further data and elicit an in-depth understanding of barriers to physical activity and sport. Stage three consisted of focus groups with players (N = 30) after they had participated in two modified formats developed by Hockey Victoria. We analyzed the quantitative data by generating descriptive statistics to understand similarities and differences between demographic groups. The qualitative data was analysed using a systematic data coding process, as recommended by Miles, Huberman, and Saldaña (2014).

Results and implications

The results highlighted that there is an increasing 'casual consumerism' of sport and physical activity; individuals are turning away from 'traditional' sport formats to activities that are more flexible, maximise time, are social, enjoyable and provide an active workout. These were key motivating factors for groups defined as inactive or somewhat active. It was apparent that achieving maximal physical health and wellbeing for limited resource investment (i.e. time and finance) was important for participants. The successful, key innovations implemented by Hockey Victoria that emerged from the focus groups included using a scaled-down pitch size to ensure more interactional game time; adopting a three-third timeframe; casual, pay-as-you play costing structure; initial six-week commitment; weekday evening participation; and a 'zoned' format to increase playing opportunities. Providing opportunities for parents of junior players to participate simultaneously also emerged as a productive way to engage these individuals.

Our research is indicative of wider trends in community sport and highlights current innovations and emerging modifications. Working with sports to identify barriers and design social formats for inactive and somewhat active individuals has wider implications for current sport practice and connects with current public health priorities. It should be noted that there are wide-ranging complexities to providing opportunities for

all. There is a need for further research that can unpack specific mechanisms that can be implemented by organisations to overcome constraints and reach out to a wide population-base. These constraints should be accounted for across individual, interpersonal, environmental, regional and national levels.

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A Meta Review Of Professional Sport Team Fan Loyalty.

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Introduction

Sport consumer behaviour is a critical area of investigation for sport scholars and has been studied extensively utilising many different theoretical lenses, frameworks and models. This working paper focuses on empirical research relating to repeated consumption and loyalty (including associated constructs such as psychological connection, allegiance, commitment, and involvement) of professional sport team consumers. While this phenomenon has been widely studied and there have been numerous conceptual review papers, to our knowledge, there has not yet been a systematic meta review of empirical research within this body of literature. Therefore, we aim to systematically and critically review the underlying theoretical basis and frameworks utilised in empirical studies with a loyalty-based outcome. To do this the following research question is posed: What are the most prominent theoretical lenses and frameworks utilised in sport management journals with empirical loyalty based outcomes? The results of this paper will provide scholars with a detailed understanding of the existing literature and guide future direction for research alongside propositions pertaining to gaps in our understanding and the appropriateness of underlying theoretical lenses and frameworks for exploring the same.

Literature review

The general field of consumer behaviour has roots in marketing, psychology, sociology, anthropology and, motivation research. As this line of inquiry progressed into sport management, the academy has focussed on motives for consumption and subsequent segmentation of consumers (e.g., Funk & James, 2001). The literature relevant to this study investigates repeated consumption where consumers develop a psychological connection, or loyalty, to the professional sport team. Professional sport teams are often the focus of study and will form part of the qualifying criteria for the inclusion of literature to be analysed.

The academy has drawn on a plethora of theoretical constructs and frameworks for investigating sport consumer loyalty. Despite the breadth of theoretical lenses utilised, there is little discussion and analysis in the literature on the use of the theory and relevant frameworks. As such, it is largely left to individual scholars to determine which lens best suits their study. This could be due to personal methodology or simply convenience — again, this is rarely discussed or justified in the literature. There also exists many published studies that lack a theoretical underpinning; Funk (2017) states that 17% of *Sport Management Review* articles did not explicitly inform the reader of the theoretical framework used. This leads the reader to question the reliability of the research, as after all, theory represents the fundamental aim of science (Kerlinger & Lee, 2000) and provides a foundation for research (Doherty, 2013). However, it must be noted that this has not fully escaped the attention of scholars: Funk, Beaton & Alexandris (2012) clearly state "that the vast majority of research on sport consumers fails to utilize a theoretical understanding of motivation to examine behaviour" (p. 355). More recently, Funk (2017) has published notes on this weakness within the literature and made calls for this deficiency to be rectified.

Research design

Sport Management Review, *Journal of Sport Management* and, *European Sport Management Quarterly* are all considered to be leading sport management journals. The literature to be reviewed in this study was published in these three journals since the start of the century until April 2017. All articles published in these journals relating to professional sport team consumer loyalty will be downloaded and coded based on the title, abstract, keywords, underlying/guiding theoretical lens, model or framework utilised, and context of the research (including location, demographics of sample, and the sporting team used as the focal point). The articles selected for inclusion in the review feature an empirical outcome that is based in the general parameters of loyalty briefly outlined above. Other papers, for example, conceptual or review articles will not be included in the dataset.

Implications

This research aims to provide the academy with a comprehensive understanding of the literature on empirical loyalty outcomes from studies involving professional sport teams. By understanding this literature and the underlying theoretical lenses and frameworks, scholars will be better placed to produce research that is consistent and comparable. Future directions for research will be identified alongside considered propositions for conducting research in the area of professional sport team loyalty. Implications for the academy

and practitioners will be discussed in regards to operationalising this body of literature to impact industry practices and contribute toward fan engagement. Full results will be presented at the EASM conference.

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Enabling And Constraining Factors That Lead To Inspiration And Intention To Increase Sport Participation From Sport Spectating

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Aim of the research

Hosting sport events has the potential to increase residents' happiness, stimulate economic activity and tourism expenditures, and inspire sport participation. This study focuses on the potential of events to inspire sport participation. To date, evidence at a population-level has suggested that watching events does not lead to sport participation, thereby calling into question increased physical activity as a justification for public subsidization (Potwarka & Leatherdale, 2016). However, scholars have also argued that much of this work has failed to investigate explanatory factors that would provide insight into individual responses to spectating even if the overall effect is not large (Veal, Toohey, & Frawley, 2012). Thus, the purpose of this study is to identify factors that might inspire sport participation in the context of an international swimming event held in Canada. Event organizers and sport governing bodies seeking to stimulate participation from events can use the results to design intervention strategies aimed at stimulating increased participation.

Theoretical background

In order to model potential demonstration effects through inspiration, this study builds on a recently tested Demonstration Effects Model (Potwarka, Drewery, Snelgrove, Havitz, & Mair, in press). The premise of the model is that spectators are first stimulated by a sport event, which in our case was a swimming event. Individuals then cognitively process the event, which ultimately leads to some kind of affective response and ultimately forms an intention regarding participation. In the case of sport spectating, Madrigal's (2006) FANDIM scale suggests that spectators cognitively process the event in six ways. Dimensions are *fantasy* (imagine being part of the action), *flow* (being immersed in the action), *evaluation* (critically evaluating the athletes), *aesthetics* (admiring the beauty of the sport), *personalities* (focusing on specific athletes during a competition), and *physical attractiveness* (appreciating the appearance of the athletes). Higher levels of cognitive processing of the event lead to an increased likelihood of that individual being inspired (Potwarka et al., in press). An inspired state (Thrash & Elliot, 2003) then positively shapes an intention to engage in sport participation. This intention can be to engage in the sport at hand or physical activity in general and vary based on the background of the individual in a particular sport (e.g., re-engaging in the sport, increasing levels, or trying a new sport). However, other factors may also influence the development of inspiration and intention. We propose that *constraints* (i.e., intrapersonal, interpersonal, structural) might play such a role and test that addition to the extant model. We view the formation of an intention to participate as the first step in a process that could lead to the behaviour. Thus, intention formation is a necessary, but incomplete condition in the demonstration effects process.

Method

Data were collected at the 2016 FINA Swimming Championships held in Windsor, Ontario, Canada. Spectators were approached inside the swimming facility to solicit their completion of a paper and pencil survey and were offered a small gift in return for their time. Madrigal's FANDIM scale was used to measure the cognitive dimensions of sport spectating, except for the *physical attractiveness* dimension as it was deemed inappropriate for the context (i.e., youth athletes). Inspiration was measured using three items from Thrash and Elliot's state inspiration scale. Intention to swim was measured in three different ways. Constraints were measured using items that represent *other sport preferences, perceived access to swimming, sufficient energy, other commitments*, and *recreation companions*. Background information on participants' experiences with swimming was also collected. A total of 258 useable surveys were returned to the research booth. Subsequently, data were analyzed using AMOS to assess the suitability of the measurement and structural models. Bootstrapping was employed to test the presence of mediation.

Results and discussion

Results of the CFA indicated the measurement model provided good fit to the data (c^2/df = 1.47 CFI = .971, NFI = .917, RMSEA = .043). Subsequently, the structural model was tested and indicated good fit as well (c^2/df = 1.70, CFI = .969, NFI = .928, RMSEA = .045). Results provided support for a fully mediated model, indicating no direct effects on intention to participate. Three factors were found to have a fully mediated effect on intention through inspiration, including fantasy, aesthetics, and energy. Results suggest that not only do cognitive elements of an event experience inspire spectators, but perceived constraints can also

hinder the development of inspiration. Results also support the notion some cognitive dimensions of spectating influence intention through inspiration. Specific implications for sport organizations will be discussed in light of the results.

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Shared Identity In Sport Spectator Crowds Helps To Cope With Negative Game Outcomes

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Aim of paper/research question

A key characteristic of sporting events is outcome uncertainty. For club officials, outcome uncertainty is a double-edged sword. On the one hand, suspenseful games and uncertain outcomes make sporting events unique experiences for spectators. On the other hand, sport managers are increasingly looking for opportunities to impede the strong influence of outcome uncertainty (Calabuig, Prado-Gascó, Crespo, Núñez-Pomar, & Añó, 2016). Although managers try to establish routinized service processes, every sporting event has its unique characteristics that are hard to control for managers. One opportunity to enhance the experiential value for spectators is to stimulate the social experience of events.

In this paper, we focus on the social dimension of sport spectators' experiences. Building on contemporary crowd psychology (Reicher, 1984), we investigate in this paper whether a shared identity among participants in crowds at sporting events can help to build a social experience. Consumer research highlights the importance of shared social experiences, although crowd experiences (including sporting events) have been relatively neglected (cf. Stieler & Germelmann, 2016).

In this paper, we investigate the following research questions:

1. Do participants of sport spectator crowds experience a shared identity with co-present others?
2. What are the psychological consequences of shared identity among crowd members and game outcome in spectator sports?
3. Can shared identity among crowd members help to mitigate the negative emotional consequences of a lost game?

Theoretical background

Reicher's social identity model of crowds (Reicher, 1984) which builds on social identity theory (Tajfel & Turner, 1986) argues that when crowd members identify as members of a common group there is a shift from personal to collective social identification, and thus a shift from merely a physical crowd (e.g. individualized shoppers on a busy street) to a psychological crowd (e.g. football supporters all cheering for the same team). Group members' behaviour is then guided by the social norms of this group identity. As crowd members come to recognise co-present others as members of their same social category they are no longer regarded as 'other' but part of the 'self'. In this way the self-other boundaries between individuals breaks down, leading to a positive transformation of social relations between strangers (Neville & Reicher, 2011). Research shows that shared identity among individuals at mass gatherings can then have various positive consequences, such as increased health and well-being (e.g. Tewari, Khan, Hopkins, Srinivasan, & Reicher, 2012) or an increased positive experience (Neville & Reicher, 2011; Stieler & Germelmann, 2016). In this paper, we asked whether shared identity among crowd members in the sports setting can help to mitigate the negative emotional consequences of negative game outcomes.

Methodology, research design and data analysis

In three studies, we investigate how sport spectators experience shared identity in crowds. Study 1 was conducted in Germany during the 2012 UEFA European Championship. We conducted semi-structured interviews with participants of four different public screening events on five game-days of the German national football team (N = 356, > 15 hours of recorded audio). In Study 2, we further investigated the relevance of post-game emotions and shared identity on satisfaction. Our qualitative data suggests that shared identity is still a valuable component of the experience for crowd members, whereas joy and sadness depend very much on the outcome of the game. We employed a field study at a 1st league basketball arena in Germany (N = 375) on four consecutive game-days. The aim of Study 3 was to experimentally investigate the influence a shared identity among crowd members and game outcome on satisfaction. We conducted a 2 (shared identity salient vs. not salient) x 2 (game outcome win vs. defeat) between subjects design and used the setting of a public screening event (scenario-based online experiment).

Results, discussion and implications

Across three studies, we show that shared identity in the sports context has positive consequences. We add to the knowledge about shared identities in crowds in so far as sport crowds are important crowd settings

where outcome uncertainty influences the spectators' emotional states. We show that a shared identity helps crowd members to mitigate the negative emotional consequences of a defeat. Shared identity is relatively immune to the game outcome and can add to the overall satisfaction of crowd members. This highlights the importance of the social experience in spectator sports. Our results are also in line with other research from the field of crowd psychology that underlines the positive consequences of a shared identity among crowd members.

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A Comparative Analysis Of Football Fans' Attitudes And Consumption Behaviors In The Middle East

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This study aimed to extent previous findings on cultural differences in sport fandom by examining attitudes and behaviors of football fans in the Middle East. In addition, comparisons between the different football markets in the region were also made. Given the exploratory nature of this study, the issues were investigated with a series of research questions: 1). What are the most common factors for selecting one's favourite football team for fans from the five Middle Eastern sport industry markets? Further, do reasons for selection differ across industry? 2). What are the levels of team identification for favourite football teams for persons from the five Middle Eastern sport industry markets? Further, do levels of identification differ across industry, and 3). What are the consumption patterns for fans of the five Middle Eastern sport industry markets?

Review of literature

Past work consistently reported the role of the father as the most important socialization agent for influencing one's interest for sports (Parry, Jones & Wann, 2014). However, a recent study among sport fans in Qatar revealed friends to be the most influential agent in one's decision to select a favorite team (Theodorakis, Wann, Lianopoulos, Foudouki, & Al-Emadi, 2017). Interestingly in contrast to other cultures (e.g. Greece, USA, U.K.), the very vast majority of fans in Qatar supported a team outside of the country, while almost one third of them expressed their support to a second and a even a third team. The phenomenon of following multiple teams have started to attract the interest of researchers lately. Grieve et al. (2009) proposed that sport fans today are willing to associate with more than one team in an effort to maintain and maximize the positive psychological and social benefits of identification by switching identification to another sport team.

Methods

Overall, 2,133 football fans from 10 countries in the Middle East participated in an online survey conducting by YouGov. YouGov used an active sampling methodology and that is participants were first identified as football fans and then asked questions prior to being selected to participate. Participants completed a modified version of the Sport Spectator Identificaiton Scale and reported the most influential person/reason in their decision to identify with their favorite sport team. Several forms of sport consumption behaviors were also assessed.

Results and discussion

For selecting local teams Turkish and Egyptian football fans were influenced primarily by their families. In contrast, this reason received low scores among fans from the Gulf States and KSA who reported friends as the main influential agent. In terms of selecting a favorite international team, competitiveness and winning tradition were the main reasons, followed by the existence of their favorite player in the team, and the team's championship record. The fact that the vast majority of participants considered themselves fans of multiple teams (supporting a local and an international, or even multiple international teams) reveals an intriguing contemporary sport consumption pattern. In terms of team identificaiton results showed that fans had a strong psychological connection with their teams. Turkish and Egyptians were found to be more passionate than fans from others part of the Middle East. Fans from those two countries support, in great numbers, local teams. Hence, strong competition and fierce rivalry among local teams might have impacted levels of identification. Interestingly, levels of identification with a favorite team did not differ significantly between males and females. This finding is in contrast with those presented by other researchers who unanimously reported that male fans are identified more with a team than females in several other cultures (Melnick & Wann, 2004; 2011)

Consistent with work conducted in other cultures, the results suggested greater amounts of football-driven consumption via television and sports-related on line platforms, compared to football game attendance. Fans from the Gulf States watch significantly less local football on TV than international football. In contrast, in Turkey, Egypt and KSA, viewing the local league closely matches, or even exceeds, viewing of international leagues. Furthermore, frequency of attendance across the region is low. Fans in Turkey attend more games than any other country. Despite the fact that Egyptians comprise a very passionate group, they attended fewer games than the others probably because of the proximity of the stadiums, and costs of

tickets. Concluding, marketers of international football teams and business companies should not consider the Middle East a homogenous market since, as the research suggested, there are significant variations in attitudes and behaviors among football fans from the five different markets that should be considered before promotional and sponsorship strategies are to be applied.

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The Impact Of Sport Consumption Motives On Consumers' Attitudes Towards Sponsorship

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Aim of the research

The paper examines how consumers' motives for following sports affect their attitudes towards sport sponsorship. It provides sponsoring firms with insights into the factors that either promote or hinder consumers' receptiveness towards sponsor-related messages, making it possible for them to identify the most favorable segments (e.g. people following sports as a means of relieving their daily stress) at which these messages should be targeted.

Theoretical background

Over the past twenty years, research addressing sport consumer behavior has become increasingly interested in the relationship between consumers' psychological factors (e.g. their motivation) and the decisions they make regarding whether and how they consume sports. For example, Choi, Martin, Park, and Yoh (2009) study how consumers' motivational factors affect their involvement in following NCAA Division II basketball. Consumers' sport consumption motives have been extensively studied and the literature includes several contributions in regards to how they should be defined and operationalized. One of the pioneering studies in this field is Wann (1995), who distinguishes between eight motives, namely *Escape, Economic, Eustress, Aesthetic, Self-esteem, Group affiliation, Entertainment*, and *Family*. However, despite the widespread interest in consumers' motives for consuming sports, little is known about how these motives are related to how consumers perceive sport sponsorship. In the present study, the attitudes towards sponsorship are defined as consumers' *overall response* to the question of whether sponsorship is favorable or not (no specific sponsorship context was established). However, the relationship between motivation and attitude in sports consumer behavior is underexplored even though the literature suggests that these constructs are related. Both attitudes and motivations has been described as essential part of individual´s cognitive processes that guide sports consumer behavior (Shilpury et al. 2009).

Methodology, research design, and data analysis

The data includes 1,106 responses collected from Finnish consumers in spring 2016. Sport consumption motives were measured using the scale by Wann, Schrader, and Wilson (1999), while attitudes towards sponsorship were addressed with three items from Pollay and Mittal (1993). A seven-point Likert rating (1 = totally disagree, 7 = totally agree) was applied for all the constructs. The authors conducted confirmatory factor analysis (CFA) to establish a measurement model and validate the constructs. The self-esteem factor was removed from the final model due to insufficient discriminant validity caused by its strong correlation with other constructs, especially that of eustress. Furthermore, one item related to attitudes towards sponsorship was removed due to its low factor loading. After these modifications, the final CFA model obtained a good fit with $\chi^2(df) = 766.62(181)$ ($p < 0.001$), CFI = 0.973, and RMSEA = 0.054.

Results, discussion and conclusions

The results of structural equation modeling show that only two sport consumption motives influence consumers' attitudes towards sponsorship: while entertainment has a positive impact with a standardized regression weight (β) of 0.510 (C.R. = 9.322, $p < 0.001$), the effect of group affiliation is negative ($\beta = -0.148$, C.R. = -3.025, $p = 0.002$).

The positive impact of entertainment indicates that consumers who enjoy sports due to its entertaining value also appreciate sponsoring. This could be explained by the fact that watching a game, for example, is only part of the sport product that is consumed in order to avoid dreariness or to have a good time. People may also believe that sponsoring helps to make the whole event possible, and that without sponsors there would be less possibilities for organizing an entertaining sporting event. For example, contests that sponsors organize during an event (e.g. "Tweet your favorite athlete and win free products") may positively affect consumers' perceptions of sports as a means of having a good time.

On the other hand, the negative impact of group affiliation implies that in case of consuming sports as a means of spending time with and enjoying the presence of other people, the involvement of sponsors may add little to the experience people are looking for. Watching and commenting on a football game, for example, may be the hub around which interaction with other people takes place. Consequently, one

may find such things as commercial breaks as interrupting the interaction process with other people, where what happens in the playfield serves as a spark for commentary and discussion.

The above results, as well as the reasons behind them, naturally require further research. Researchers may find it particularly relevant to examine whether the lacking association between many of sport consumption motives and the attitudes towards sponsorship results from these linkages being indirect (i.e. mediated).

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Sport Events And Tourism

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Volcanic Eruption And Winter Sports: Focusing On Risk Management For Skiers And Snowboarders

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Aim of abstract

Japan is a mountainous country where mountains occupy approximately 75% of the narrow country. There are about 400 ski resorts utilizing these mountain resources, and approximately 4.8 million skiers and 2.9 million snowboarders enjoy competitions.

Participation has declined to half of the peak, but the trend shows a moderate recovery. In addition, the promotion of sports tourism that Japan has developed in recent years attracts travelers from abroad, especially from neighboring Asian countries where winter sports resources are unavailable.

However, many of the steep mountains are volcanoes, and they are subsumed in the risk of eruption disasters. Therefore, in this study, focusing on preliminary crisis management behavior, we will make recommendations for disaster reduction during winter sports events by investigating the educational activities of competition groups against the risks of eruption disasters and the awareness of risks, targeting skiers and others.

Literature review

Since mountain climbing in winter has high risks, there are many studies about it including legal papers that verify the responsibilities of administrators after accidents. However, the studies related to safety management at the time of natural disasters are limited in number, such as Sakatani and Imura (2014). Peters and Pikkemaat (2005) described the importance of crisis management for sports tourism in the Alps in chronological order and pointed out that an avalanche accident arose from the lack of advance warning information. Bird and Gísladóttir (2014) thought that the education and training for disaster prevention provided by the Disaster Measures Bureau were important to the risk management of tourism in South Iceland and introduced a case study of a notification system for eruption disaster information on a mountain trail.

Methodology

In this study, we used a combination of qualitative and quantitative methods. Specifically, in order to clarify the efforts of sports organizations for disaster prevention and disaster reduction, we adopted the depth interview, targeting the members of the mountaineering federation, qualified leaders of ski and snowboard, and the staff of a disaster prevention-related department in a local public organization. At the same time, using the semi-structured interview with respect to the risks in mountainous areas in winter, we created 22 survey items consisting of six quadrants; which are composed of three dimensions in chronological order: time before the mountain climb, the day before entry, and at the time of entry; and two factors derived from environment and behavior with reference to the risks of mountains in winter on the basis of our findings and along with the literature from prior studies. After examining content validity again with the mountain-related staff, we conducted by direct distribution and collection a survey with a questionnaire targeting the ski resorts included in an eruption hazard map of the survey area. The collected questionnaires number 242 (valid response rate: 93%). Each surveys conducted from June to December in 2016.

Results

First, from the questionnaire survey, the submission rate of mountaineering notifications was extremely low at 6.2%. Next, as a result of the factor analysis of 22 risk items on mountains in winter by maximum likelihood method and pro max rotation, four factors were extracted and were termed as "recognition of disaster ($\alpha = .90$)", "preparation for disaster ($\alpha = .74$)", "correspondence to change ($\alpha = .92$)", and "grasp of locations ($\alpha = .79$)". As a result of comparing each subscale score at the level corresponding to ski sliding days, a significant difference between the groups was observed in all cases (recognition of disaster: $F(4,237) = 4.209$ $p < .01$, preparation for disaster: $F(4,237) = 4.506$ $p < .01$, correspondence to change: $F(4,237) = 3.449$) $p < .01$, grasp of locations: $F(4,237) = 5.698$, $p < .001$).

From the interview survey, the following items were clarified: there was no safety education, especially concerning the knowledge of disasters at the training session of the sports federation; there were delays in making foreign tourists aware of their manners, and providing assistance in foreign languages including course guidance; and people, especially in the accommodation industry, were concerned about harmful rumors.

Discussions

- It is important that local sports organizations including competition groups provide members and enthusiasts with information about the natural environment in the target area. This issue should be reconsidered including frequency.
- It is necessary that the organizations which promote tourism utilizing volcanoes should not be concerned about economic loss due to short-time rumors, and should keep their focus concerning crisis management on a daily basis. Specifically, they are required to provide information, especially in multiple languages, maintain the posting of notices, and to inform the behavior for crisis management.

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Planning For Sustainability: A Case Study Of The Implementation Strategy Of ISO 20121 For The 2018 Commonwealth Games

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Aim of the research

The concept of sustainability has become more prominent in event management since The 2012 London Olympic Games. One of the main legacies from that event was the involvement of the London Organizing Committee of the Olympic Games (LOCOG) in developing the International Organization for Standardization (ISO) 20121. This sustainable event management system offers guidance and best practice to help event organizers improve the sustainability of event-related activity. The standard is becoming common practice across the events industry and is central in the delivery of a sustainable 2018 Gold Coast Commonwealth Games (GC2018).

Given the lack of history of ISO 20121's implementation in major sport events, the lack of research investigating its implementation is not surprising. While GC2018 is not the first the major sport event to adopt ISO 20121, it is the first to begin the process right after being awarded the rights to host the Games. Therefore, the event presents a unique opportunity to understand how the standard influences the planning of a major event. Due to the lack of insight on the standard, the paper's exploratory research question is: What are the enablers and barriers to the adoption of ISO 20121 in planning a sustainable event?

Theoretical background

Sustainability has become an increasingly significant issue in the context of planning and staging major sporting events. While sustainability is often used synonymously with the environmental movement, it has emerged as a much more distinct and holistic concept since the turn of this century (Leopkey & Parent, 2012). The standard for what constitutes sustainable event management aligns best with Smith-Christenen's (2009, p. 25) definition of responsible events: "events sensitive to the economic, sociocultural and environmental needs within the local host community, and organized in such a way as to optimize the net holistic (positive) output."

The enablers and barriers of ISO 20121 were examined through an institutional work perspective. Institutional work is a growing area of research within institutional theory that seeks to understand "the purposive action of individuals and organizations aimed at creating, maintaining and disrupting institutions" (Lawrence & Suddaby, 2006, p. 264). While institutional work is relatively underutilized within the sport management literature, it has begun to gain traction. Within the context of this study, it was a useful tool to help understand the messy day-to-day practices of how sustainability is implemented into a major sport event during the planning phase of GC2018.

Methodology

A qualitative approach was adopted with 30 semi-structured interviews with city officials, members of the Gold Coast 2018 Commonwealth Games Corporation (GOLDOC) and other key event stakeholders. The study utilized semi-structured interviews which allowed questions to be theme-specific, but also tailored to the specific context and interviewee since the roles of participants varied greatly. Subsequent data were also gathered from various public and private organizational documents as well as field notes from three sustainability meetings. Data were analyzed through Template Analysis (TA), a type of thematic analysis that incorporates the development of a template used to code data.

Results and discussion

Findings revealed six key themes in relation to barriers and enablers of ISO 2021; *Defining, Construction of Normative Networks, Enabling Work, Embedding and Routinizing, Policing, and Undermining Assumptions and Beliefs*. While the institutional work framework is not based on a hierarchy, it is clear that some forms of work take precedence over others. Strategically defining 'sustainability' in the context of GC2018, could have aided more support from key stakeholders such as State Government.

The study has significant implications from a theoretical perspective. While adding to the burgeoning institutional work literature, the research also adds new insights to this theoretical framework. The current status of research employing institutional work concentrates on intended effects, with analyses based on retrospective accounts embedded in interviews and archival data (Lawrence, Leca, & Zilber, 2013). Studying institutional work as it happens highlights whether efforts are successful in shaping institutions, have no effect on them, or have significant but unintended consequences (Lawrence, Suddaby, & Leca, 2009).

From a practical perspective, the findings from this research are prescient as the implementation of the standard has become a requirement for future Organizing Committees (OCs) of the Olympic Games. Yet, outside of major events, the implementation of the standard has been lackluster to date. The findings from this research provide insight as to why acceptance across the sport events industry has not been as ubiquitous as expected, and how to increase awareness of sustainability issues within the industry.

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The Role Of Stakeholders In Small-Scale Sporting Events: A Case Study Of The Val Di Fassa 2019 FIS World Junior Alpine Ski Championships

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Aim of abstract/research question

The World Junior Alpine Ski Championships, launched by the International Ski Federation (FIS), is an international sports event targeting young elite ski athletes aged 16–20. Besides placing those young athletes to the centre of attention the events' general approach is a youth driven one in which also young people living in the host city/region are offered several options to become part of the event. This is an opportunity for the region of Val di Fassa (Trentino), one of the top Italian winter tourism destinations, to be pinpointed as "world ski event" location. Moreover, many tourists but also residents will take the chance to watch competitions, ceremonies or visit other side events during the World Championships. As local stakeholders play a major role in conceptualising and developing such an event this study sheds more light upon local stakeholders' attitude towards such an event. Hence, the aim of this study is to examine the events' leverage and the perception of the World Junior Alpine Ski Championships in the valley and surroundings from the perspective of local stakeholders.

Theoretical background/literature review

There is not much evidence of the topic in the literature regarding world alpine ski championships and sporting events. An interesting perspective about the importance of the sporting event as asset for a tourism strategy is given by Schnitzer, Schlemmer & Kristiansen (2017). A large scale event analysis has been conducted during first Winter Youth Olympic Games held in Innsbruck in January 2012 (e.g. Peters & Schnitzer, 2015), assessing young elite athletes' perceptions of the Youth Olympic Games experience from the point-of-view of different stakeholder groups.

Even if World Junior Alpine Ski Championships has been assigned to Val di Fassa for 2019 without any bidding process, the local stakeholders played a key role (e.g. Hautbois, Parent & Séguin, 2012). The subject matter has been deeply examined, concerning books and articles with a particular attention of role of stakeholders in the organizations (e.g. Chelladurai, 2001) as well as the general theory of stakeholders (e.g. Sheehan & Ritchie, 2005).

Methodology, research design and data analysis

By differing the stakeholders on the basis of their different "identification and salience" (e.g. Sheehan & Ritchie, 2005), the present study keeps the most influential group of people in term of the capacity of conditioning the organizing committee decisions in consideration, representing the economical drivers of territory (hotel owners, lifts companies, tourism marketing, ski clubs, etc.)

In collaboration with the Organizing Committee of World Junior Alpine Ski Championships Val di Fassa 2019, a stakeholder analysis and selection has been conducted. Currently, interviews with about 15 of them are conducted (data collection finished by mid-June 2017).

Results, discussion and implications/conclusions

Results will be available in autumn 2017. Our assumptions are:

- A small size sporting event might be delivered through the involvement of all local stakeholders in order to obtain the most reasonable result.
- The World Junior Alpine Ski Championships is assigned without a bidding phase but just with the interest of national ski association; in such a case local stakeholders play a key role in the start-up phase of the sporting event.
- The impact of the event is higher with a complete involvement of local stakeholders.

The discussion of the empirical data will be given on occasion of the EASM Congress 2017. Marketing and event management implication can be derived to improve event planning and developing phases in destinations.

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Exploring The Impact Of Social Worlds And Travel Conditions On Flow-On Tourism From Active Sport Events

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Aim of the research

The purpose of the study was to investigate flow on tourism and repeat visitation from an active sport event based on social world immersion and travel conditions. The research questions guiding this study were: (1) Does flow on tourism differ by social world group membership? (2) Does flow on tourism differ based on travel conditions? (3) Does social world immersion and event satisfaction influence intentions to return to the event? and (4) Does social world immersion and event satisfaction influence intentions to return to the host location for other tourist activities?

Literature review

Generally, sport tourism research is primarily concerned with understanding tourism stimulated from an event(s) as the associated visitor activity is essential to determining the value to the destination. The term flow-on tourism is used to describe additional visitor activity beyond the event itself, such as a visit to a museum and dinning at restaurants (Taks, Chalip, Green, Kesenne & Martyn, 2009). As the endurance sport event sector experiences continued growth, researchers have explored what drives active sport event participation (Du, Jordan & Funk, 2015) and tourism (Buning & Gibson, 2016). Scholarly work on active sport tourism has explored motives, constraints, and travel behavior/patterns, as well as destination attributes. Buning and Gibson (2016) proposed that active sport event travelers progress through a career-like pattern of involvement and commitment over time termed the active-sport-event travel career, which can be determined with the concept of social worlds.

Social worlds is the idea that individuals develop and maintain a subculture related to an activity and become highly identified to a specific subgroup's unique set of norms, values, beliefs, and behavior that distinguishes them from others (Unruh, 1980). 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).

Researchers have suggested that future studies explore social worlds at sport events that appeal to a variety of participants and the tourism intentions of active sport athletes. Researchers should also examine level of commitment and skill progression while evaluating the role of travel conditions in travel decisions. Travel conditions are circumstances related to a specific trip such as travel with non-event participants (e.g., spouse, children). Therefore, this study seeks to fill these gaps by better understanding the influence of social worlds for runners at an event that provides a range of distance options for a variety of runner types and skill levels.

Method

Through a partnership with a major running festival in a large US city, surveys were distributed to participants following the event. The instrument included 11-items that measured travel-related behavior (adapted from Taks et al., 2009) and 4-items that measured social world immersion (Gawhiler & Havitz, 1998), and demographic items. A total of 3,924 usable responses were recorded which included 2,219 non-resident visitors.

Results

Analysis consisted of reliability testing, descriptives, analysis of variance, and regression. Multivariate analysis of variance (MANOVA) revealed significant differences between flow-on tourism activities for both social world membership ($F(15, 6168) = 3.56$ $p < .001$) and travel conditions ($F(18, 6591) = 4.96$, $p < .001$). Two linear regressions explored the influence of social world and event satisfaction on intention to return to the event and to revisit the city. The first model statistically significantly predicted likelihood to return to the event, $F(2, 3481) = 464.443$, $p < .001$, accounting for 21% of the variation in behavior (adj. $R^2 = 21\%$). Event satisfaction predicted a return to the event, but a higher level of social world immersion predicted an unlikely return. The second model was statistically significantly and predicted likelihood to return to the city, $F(1, 2032) = 56.177$, $p < .001$, accounting for 5.2% of the variation in behavior (adj. $R^2 = 5.2\%$). Similarly, event satisfaction predicted a return visit to the city, but those with higher immersion in social worlds are unlikely to return.

Discussion and conclusions

The results indicate individuals' social world membership and travel conditions effects flow on tourism as both the type of travel group and social world group differed based on tourism activity surrounding the event. Further, social world and event satisfaction predicted repeat intentions for both the destination and event, which suggests that as individuals become more immersed in a social world, the less likely they are to return to compete in an event. As a result, event planners are able to segment active event participants based on the respective value created by flow-on tourism and develop targeted strategies to improve repeat visitation and participation.

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Motivation And Involvement: Exploring Event Travel Careers Among Cyclists

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Aim of the research

Previous research has examined event motivations among a sample of participants at the Tour of Flanders Cyclo, an active sport tourism event that is organised annually in conjunction with the world-famous Tour of Flanders cycling race (Derom & Ramshaw, 2016). Inspired by recent commercial partnerships between for-profit organisers of mass participation events in Europe, the objective of this current research is to further examine how 'event travel careers' develop among a sample of active sport tourists (Getz & McConnell, 2014). More specifically, differences between national and international event participants are examined. The following questions have guided this research: 1) What is the level of motivation and involvement of active cycling tourists? 2) What is the relationship between motivation and involvement and what is their effect on the development of an event travel career?

Theoretical background

Millions of individuals travel internationally with the purpose of participating in active sport tourism events such as marathons. Long-distance runners have been frequently examined, in particular with respect to their motivation and involvement with running as their preferred leisure activity. Using the concept of serious leisure (Stebbins, 1992), long-distance runners with a strong athletic identification have reported a career structure that is associated with running and their participation in running events (Getz & Andersson, 2010). Marathon runners have been labelled as serious sport tourists who share a desire to travel to distant or unusual locations to participate in an event (Shipway & Jones, 2008). Building on our understanding of long-distance runners and their event travel careers, the current research seeks to advance theory by applying measures of motivation and involvement to participants of an iconic mass participation cycling event.

Methodology, research design, and data analysis

The Tour of Flanders Cyclo is a single-day mass participation cycling event that is open to the general public and includes three routes that differ in length, intensity, and difficulty (namely 71, 129, and 227 km). An online, pre-event survey was used to collect data from participants at the 2016 edition of the Tour of Flanders Cyclo (N = 610). The survey instrument included 20 items that measured motivation and 15 items that measured involvement, using a 5-point Likert scale (Getz & McConnell, 2014). Behavioural indicators were measured by asking participants to list the number of cycling events they attended in the past 12 months and those they plan to attend during the following 12 months. Furthermore, other sport activities and sport events they participated in were recorded for analyses related to their event travel careers. Demographic data were captured with questions on gender, age, education, employment, subjective income, marital status, and number of children. The data will be analysed using SPSS (version 24). The validity and reliability of the motivation and involvement scales will be evaluated using factor analyses and Cronbach's alpha. Differences in motivation and involvement among subgroups will be examined using independent samples t-tests. Regression analyses will be used to examine the relationships among motivation, involvement and event travel careers.

Results, discussion, and implications/conclusions

To date, the ongoing analysis revealed that respondents were almost exclusively male (94%), which reflects the actual gender distribution of the event participants. The average age among the respondents was 43 years and more than half of the respondents was in their thirties or forties. Findings from the survey further clarify that these men were highly educated and employed. The majority was living together with his/her partner and almost half of the respondents had children under the age of 18. About 40% of the respondents travelled internationally to participate in the event. More than half of the respondents were experienced event participants at the Tour of Flanders Cyclo. The survey revealed a high level of event participation among respondents, taking part — on average — in more than seven cycling events annually. The final results of this research will be available prior to the 2017 EASM conference. The findings are important, as a better understanding of event participants' motivation and involvement towards their sporting travel careers will have management and marketing implications for companies that organise mass participation events world-wide.

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Travel Intention Among A Branded Fan Community Regarding The 2018 FIFA World Cup Russia

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Aim of study

This study is focused on a branded fan community whose members feel strongly connected with their national team. In particular, it is focused on the Fan Club Nationalmannschaft (FCN) which was founded by the German Football Association (DFB) to strengthen support of the German squad for international matches. As the 2018 FIFA World Cup Russia is right around the corner, this study examines past travel behavior of fan club members and their intentions to travel to Russia. This will help to better understand the needs of members and will allow the DFB to arrange appropriate travel offers. Additionally, this study shall contribute to the body of knowledge in sport tourism and shall shed light into the characteristics of fan clubs national teams.

The following research questions have been stated:

- RQ1: What factors drives the travel intention of members of a branded fan community to attend a mega-event like the 2018 FIFA World Cup Russia?
- RQ2: Functions the branded fan community as a social actor in the framework of value co-creation influencing the travel intention?

Literature review

Although there has been various interest among scholars to study intentions of attending mega-events (Kim & Chalip, 2004; Neirotti & Hilliard, 2006), evidence-based information about performed attendance remains underdeveloped (Funk, Alexandris & Ping, 2009). This accounts particularly for passive sport fans supporting their favorite sport teams during mega events. Motives and constraints play an important role in a person's travel decision making. Crucial intrapersonal resp. interpersonal factors such as monetary costs, long distance travel, family obligations, as well as structural factors of the host destination such as safety risks may be perceived as travel inhibitors (Kim & Chalip, 2004).

Woratschek, Horbel and Popp (2011) developed the framework of value co-creation in sports. It is based on the service dominant logic — SDL, which was described by Lusch and Vargo (2004) emphasizing on the social actors who contribute to the creation of a product. For this study it was assumed that the FCN functions next to other stakeholders as a social actor for satisfaction with match visits and travel intention.

Methodology

The author executed a complex online survey addressed to members of the FCN in regards to membership satisfaction, team identification, satisfaction with match visits, and past and future travel behavior. It was assumed that team identification would have a positive causal effect on the others as former research has shown that it is much more persistent and influential (Haumann, Quaiser, Wieseke & Rese, 2014).

The link to the survey instrument was sent out via the official FCN newsletter. In total 520 members responded to the survey. A descriptive data analysis was applied.

Additionally, the author conducted a confirmative factor analysis (CFA) and structural equation modeling (SEM) to apply the framework of value co-creation focusing on team identification, fan satisfaction and loyalty (Woratschek, Horbel & Popp, 2011) for the FCN.

Results

The author found out, that more than one third of the respondents (36%) were highly loyal towards the team 'Die Mannschaft'. Around one-third (35%) took already part in official fan club travels in the past. Main travel motives were 'to support the German national team' (82%), 'to experience the unique WC atmosphere' (77%), 'to get to know famous stadia' (62%), and 'to see both WC and touristic highlights' (50%). Ninety two per cent of the participants were very satisfied with the travel offers and showed high willingness (93%) to travel again.

In regards to RQ1, the majority (58%) indicated to be interested in an official DFB travel package for the 2018 FIFA WC Russia. Respondents highlighted 'high costs' (19%) and 'existing crime and corruption' (20%) in Russia as the main travel constraints.

Concerning RQ2, CFA showed acceptable model fit to verify the measurement structure of the latent variables (χ^2/df = 1.75; RMSEA = .04; SRMR = .05; CFI = .98). Same applies for the structural model (χ^2/df = 1.97; RMSEA = .05; SRMR = .07; CFI = .97). The findings show strong support for the tested framework of value co-creation and are highly significant ($\alpha < .01$), except for all causal effects which are associated with the FCN: a) team identification on FCN (p = .98); b) FCN on stadium atmosphere (p = .43); c) FCN on satisfaction with match visit (p = .75). This means firstly, that the FCN does not significantly functions as a social actor in regards to the tested framework of value co-creation, and secondly, that the FCN has no significant causal effect on travel intention. Here the DFB is required to develop strategies and implement programs which strengthen satisfaction and identification with its branded fan community rather than with the team in general.

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The Consumption Impact Of Amateur Athletes At Non-Mega Sport Events: Evidence From A Cycling Race In Germany

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Aim of the research

While mega sport events, like the Olympics, are increasingly controversial as to their socioeconomic impacts, so-called non-mega events or small-scale events attract the interest of destination marketers and researchers alike. This shift raises the question on the potential of these events to generate an impact on host communities. Therefore, this study examines the economic and touristic potential of the non-mega sport event "neuseen classics", an amateur cycling race in Leipzig, Germany. The focus of the survey study is to (a) assess the direct primary spending by non-local participants and to (b) gather information on the touristic motives and behaviour of these amateur athletes.

Theoretical background

Non-mega sport events induce a substantially lower media and business interest on a rather national and regional level than mega sport events which require high infrastructure investments and generate tremendous global awareness. Still, they have the theoretical potential to attract sizable numbers of tourists to the host region while avoiding expensive investments (Agha & Taks, 2015). To what extent these events contribute to the touristic development of hosting destinations, is a largely empirical question. Some studies on non-mega sport events have already examined the economic role of spectators. It was shown that their direct primary spending accounts for the largest part of the economic impact of the event (Kwiatkowski, 2016b). This study shifts the focus to the participants of such events and examines their primary direct spending. The key issue is to identify the cash flows that are a net injection of funds from outside the host region of the event.

Methodology

The case of interest in the present study is the "neuseen classics", one of the largest amateur cycling races in Germany. At the 2016 edition, 1,386 participants were registered and 76.6% of the riders had their residence outside of the defined impact area of Leipzig. The race is part of Germany's biggest amateur cycling series, the "German Cycling Cup" covering 10 other races. For the study, participants were asked to fill in a self-administered, paper-pencil questionnaire on the event site and, via the organiser's newsletter, a day after the event (N = 354). Questions were asked about the participants' trip, their estimated consumption pattern, their motivation to participate, and socio-demographics. The primary impulse of the consumption was calculated using the event visitor typology by Preuss (2005). Tobit regression was run to examine the spending determinants due to the substantial number of zero values (Humphreys, 2013). Cluster analysis was used to analyse the participants' motives.

Results and discussion

The representativeness of the survey enabled the assessment of the total direct primary spending of all participants based on individual average spending. Notably, age, gender and the travel distance to Leipzig of the sample did not vary more than 6.6% compared to the population. Overall, the participants induced a primary consumption impulse for the city of Leipzig of Euros 59,308. Non-local participants showed expenditures of Euros 72.4 on average during their trip and stayed 1.8 nights on average. Participants, who stayed at least one night, spent 1.8 times less than regular overnight tourists in Leipzig. The low expenditures can be explained partly by the high number of participants staying with friends or family (45.1% of all participants staying overnight). Compared to other non-mega sport events (Kwiatkowski, 2016a), the "neuseen classics" indicate a high number of the most relevant attendee categories of "event visitors" (55.6%) and "home stayers" (14.6%). This evidence emphasizes the touristic potential of the event.

In line with the literature, Tobit regression found two significant spending determinants: age and travel distance. The results of the cluster analysis also confirmed existing evidence. Two out of five clusters are relevant target groups for the tourism industry: Ambitious riders who prefer inexpensive offers and tourism oriented riders who bring their families along and tend to high expenditures. The dominating motives for the other three clusters were an attractive course, the proximity of the race, and the competitive atmosphere of the race.

In conclusion, the study provides valuable insights into the economic potential of small-scale amateur sport events for the example of amateur cycling. It generates evidence on interesting target groups of cycling

event participants. Decision-makers in destination management and the tourism industry may use this information to create attractive products to leverage the business impact of the event. However, further evidence on similar events is needed to replicate and compare the findings. Moreover, the findings here may be used for an economic impact analysis accounting also for indirect second round effects.

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How Community Service Quality Affects Satisfaction In A Marathon Event? A Mediating Effect Analysis

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Purpose

Since last 15 years, marathon is becoming one of the most popular activities in Taiwan. In 2015, there were 923 running events. Providing a great service quality is crucial for sport event. A higher service quality yields psychological benefits for the participants, which connects with high satisfaction (Shu, Crompton, & Willson, 2002). World wide famous marathons always combine the hosting city characteristics, such as New York City, Tokyo, Singapore. Therefore, the purpose of this study aims to explore service quality impacts on satisfaction for marathon participants by including the host community characteristic. This is the first time to introduce host community characteristics into the service quality to examine effect on satisfaction for participants at marathon event.

Literature review

Parasuraman, Zeithaml, and Berry (1988) developed SERVQUAL to measure service quality for various organizations, such as repair and maintenance, retail banking, telephone, securities brokerage, and credit cards. However, SERVQUAL is not fit for measuring on outdoor services due to different industry category (Kouthouris & Alexandris, 2005). Therefore, Yeh, Hua, and Huang (2016) modified SSQRS (Scale of Service Quality for Recreational Sports) model to extract five main factorial dimensions: Interaction quality, Outcome quality, Facility quality, Program quality, and Information quality. Their results showed that by improving service quality of sports program and the event outcome, the more participants would attend the swimming event more often in the future and increase their consumer surplus. Furthermore, the characteristics of the host city also impact the tourists' perceptions and those positively related to satisfaction and behavioral intentions (Zabkar, Makevec, &, Dmitrovic, 2010). The special characteristics of host community, such as natural beauty, country culture and farmland products, will attract the participants to join the event. However, related previous studies have not considered host community characteristics in service quality study. Therefore, this study tries to examine the perceived quality of community attributes on satisfaction from marathon runners.

Methodology and data analysis

The questionnaire of service quality for sport event was based on the research of Yeh et al. (2016) and SSQRS. In addition, the characteristics of host community were also included. Therefore, both service quality and community attribute on satisfaction and the mediating effect of community attribute on service quality and satisfaction were examined. On-site samples were conducted on November 13 in 2016. Six hundred runners were asked to complete the questionnaire. A total of 537 complete responses were obtained, yielding a response rate of 89.5%.

First, Exploratory Factor Analysis (EFA) extract 28 service quality items into 5 main factorial dimensions, i.e., physical and psychological quality, facility quality, community attribute quality, information quality, and interaction quality. Secondly, Confirmatory Factor Analysis (CFA) was used for all variables to re-examine the relationship between the various components and satisfaction. Finally, Structural Equation Modeling (SEM) was used to investigate the factors of service quality affecting the community attribute and satisfaction.

Results and conclusions

The results showed that physical and psychological quality, facility quality, information quality, and interaction quality have significantly effect on community attribute quality. Facility quality, community attribute quality, and interaction quality also have significant effect on satisfaction. Furthermore, community attribute quality positively mediates the linkage of facility quality and satisfaction; meanwhile, it also positively mediates the linkage of interaction quality and satisfaction.

Our contributions can be divided into two parts. First, we categorize service quality for sports tourism into five factorial dimensions, including community attribute quality. Secondly, community attribute quality has mediation effect to linkage of facility quality and satisfaction, and interaction quality and satisfaction. The characteristics of the host community have positively impacts on participants' satisfaction, which is similar to the results of Zabkar et al. (2010). Therefore, the attributes of hosting community is one of key factors to attract participants to the sports event.

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Image Transfer Through Junior Sports Events And Their Legacy Effect

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Aim of research

Youth sport events are generally under-researched on the academic side and the public awareness is rather low compared to adult events. Nevertheless, hosting international youth tournaments is worth considering for sport organisations as various benefits relate to those events. Apart from youth development or increased awareness for the youth sport in general, this study analysed, whether the organising association could profit from a positive image transfer from the event and how sustainable such an effect is (in this study called: legacy effect) — especially when other affairs have led to negative press and bad reputation recently. As some positive image effects could already be confirmed in our previous studies, the research objective for this paper was to finalise the study by analysing the long-term legacy effects through junior sports events one year after the tournament.

Theoretical background

There are various image transfer models in the literature whereby the internationally most acknowledged image transfer models in context of sport event marketing and sponsoring was established by Nufer (2002). The current state of the research is summarized in a conceptualized model by Novais and Arcodia (2013). This approach includes variables influencing the image transfer, for example, the level of involvement of the participants with the event (Neijens, Smit & Moorman, 2009). Although the area of image transfer in sponsoring and event marketing is well-researched (Anholt, 2007; Novais & Arcodia, 2013; Nufer, 2002), the construct used in this research project — analysing a potential image effect from the youth sport event to the organising sport association — is not yet considered in the literature. Anholt (2007) who researched intensively issues around brand management, does not analyse the image effect from an event to the organiser, but only the implications for the national brand. Regarding legacy impacts mega-sports events are analysed as they promise long-lasting effects such as improvements in infrastructure and services called tangible legacy. Other effects are more part of intangible legacy such as increased awareness and image of the city or nation (Anholt, 2007; Ferrari & Guala, 2017). In context of youth sport events, mainly intangible legacy effects are worth considering as the investments in tangible legacy are rather low.

Methodology, research design and data analysis

The overall research project consists of three quantitative surveys building the case study of the UEFA Under-19 European Football Championship in Germany in 2016. In total, more than 1,100 people — mainly pupils as major target group of the event — have taken part at the three different times of the survey. The questionnaire was distributed in schools in the region as well as in the control group and enlarged by additional data from field surveys in city centres. In total, this holistic research design has provided three results: the basic image value (survey before the tournament), event image value (survey during and briefly after the tournament) as well as the legacy image value effect (9–12 months after the tournament). Image items which were tested in the questionnaire on a 5-item Likert scale were next to the overall image of the national organisation (very negative to very positive) also a behavioural dimension (unscrupulous to responsible, exclusionary to integrative, egoistic to social, competing to cooperative), a reputation dimension (unattractive to attractive and unappealing to appealing) as well as a rationale dimension (unsuccessful to successful and unorganised to organised).

Results

It was found that there are positive effects from the youth tournament on the image of the national football association and how the organisation is perceived in public. Additionally, the level of involvement is a major predictor for the intensity of the image effect. The analysis revealed that three differently involved groups (match spectators, DFB-campaign target audience and not specifically addressed population) vary strongly from each other regarding the DFB image values: match spectators with the highest image value level, followed by the campaign target audience and finally the not actively involved inhabitants of the match venues — the latter almost matching the low image value level of the control groups having had no contact to the event at all (other regions in Germany). The results from the 2017 legacy survey show that some effects last on one year after the event — especially in the region where the tournaments took place. From this, one can derive practical implications for the organisation of youth tournaments. There is a case

of positive image transfer from the event to the organising association, but the event organisation needs to be supported by specific target group campaigning.

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Event Characteristics' Effect On Sport Tourists' Behavioral Intentions

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Aim of the research

This study aimed to investigate two dimensions of behavioral intentions following participation in a sport event: 1) intentions to revisit/reparticipate and 2) likelihood to engage in world-of-mouth communications about the destination and event.

Literature review

Much of the research to date focuses on how destinations use sport to build a destination brand (e.g., Chalip & Costa, 2005), how destination image influences repeat visitation (e.g., Kaplanidou & Vogt, 2007), and how destination image changes following the event (e.g., King, Chen & Funk, 2015). Likewise, on the sport event side, much work has been done to explore how the event can capitalize on the destination location (Kaplanidou, 2010), sport involvement and tourism and motivation to participate in sport events (Buning & Gibson, 2016).

The event can enhance its brand by capitalizing on a favorable destination (e.g., Kaplanidou, 2010), but it seems that for some active sport participants, the event factors play a bigger role than the destination (Newland & Aicher, 2017). One gap in the literature is that the intention to return to the destination for other leisure tourism has not been tested. One assumption often held by sport event directors and community leaders is that sport events can increase tourism outside of the event, which has not been tested empirically.

Research hypotheses

Based on the above information and discussions, we propose the following four hypotheses: Event characteristics will positively influence sport tourists' behavioral intentions to: H1: revisit the destination; H2: participate in the event again; H3: recommend the destination to others; and H4: to recommend the event to others.

Methodology

The survey questionnaire was designed based on extensive review of sport event and tourism literature. American respondents (n = 690) that had recently travelled to participate in an active sport event were targeted via an online survey using Amazon Mechanical Turk. Respondents were asked to assess the importance of sport event and destination attributes in the decision to participate in the sport event at the destination (King et al., 2015). For behavioral intentions, the respondents indicated the likelihood of revisiting the destination, participating in the event again, recommending the destination to others and recommending the event to others. Additionally, sport tourists answered sport participation and demographic questions.

Analysis

Exploratory factor analysis was employed to detect the underlying factor structure of the event characteristics. The research hypotheses were tested through the estimation of four regressions: one for each of the dependent variables of the study.

Results

The factor analysis with Varimax rotation revealed three components that explained 41.8%, 10.6%, and 9.92%, of the total variance, respectively. These were labeled as *event repute* (A), *event extras* (B), and *cost/value of event* (C). The independent variables included these three event characteristics that were computed to form three new single item variables from the mean scores of the items comprising each factor. The hypotheses were then tested through the estimation of four multiple regression models with one of each of the dependent variables. Overall, the results showed that the event characteristics' factor was a significant predictor for all dependent variables of behavioral intentions. Most variance explained by the event characteristics was in the dependent variables of behavioral intentions to return to the event (R^2 = 25.6), recommend the event (R^2 = 23.3), recommend the destination (R^2 =19.9), and return to the destination (R^2 = 15.9).

Discussion and conclusions

All four hypotheses were supported. Athletes were more likely to return/recommend the destination to others if the event environment was scenic and easy. For event directors, this knowledge could be helpful

when choosing event locations in a destination. Athletes were more likely to return to the event for the extras and cost/value. In practice, event directors might consider how event ancillaries and/or added benefits could be included to add value to the participant. Finally, athletes were more likely to recommend the event to others if they perceived the event to be valuable. Having a better understanding as to what amenities can be provided for that added value is key. The findings are important to event managers working closely with destination marketers to enhance flow-on tourism. What drives behavior is key to improve repeat participation and visitation. Implications to theory and practice will be discussed.

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The Dream Day In The YOG 2016: Norwegian Pupils' Encounter With An Olympic Event

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Aim

The vision of the Youth Olympic Games (YOG) is "to encourage young people around the world to practice sport; raise awareness of and encourage them to adopt the values of Olympism" (IOC, 2013, p. 14) and the local youth are among the main target groups for the YOG (IOC, 2013). However, research on former YOGs shows that the IOC to a limited extent has succeeded in conveying the Olympic values to local youth. According to Aplin and Lyon (2014), the YOG 2012 did not have an influence on participation in sport among youth, while Schnitzer (2015) found that participation in school programs had an effect on the local youth who participated on a voluntary basis and were previously interested in sport.

The Dream day was the most comprehensive program aimed at local youth during the Games and was mandatory for 21,000 students from 75 regional schools. The aim of the dream day was to make the students familiar with the Olympic values through being spectators at an Olympic sport competition, try an Olympic sport and take part in a cultural program. The research question is: How did the organizers succeed in transferring the Olympic values to the participants of the Dream Day and which factors influenced the participants' experiences?

Theoretical background

The cultural filter model (Dahl, Dybvig, & Keeping, 2013) is a communication model, which in this study is used to analyze how the Olympic values are transferred from the organizers of the Dream Day to the participants through communication agents (teachers, Dream Day hosts, activity leaders) and how the participants cultural filters (individual and socio-cultural background) influence their experiences.

Olympic education can be understood as using the Olympic ideals to develop and enhance positive values and actions among youth. Nauls (2008) four didactic approaches to Olympic education (knowledge-oriented, experience-oriented, physical effort oriented and life-world oriented) is used to understand how the Olympic values were transfered by the organizers and recieved by the participants.

Methods

This is a qualitative study, using document analysis of 43 personal essays from Dream Day participants from three different regional high schools as well as guideline documents and reports from the organizers. Observations were also done during the Dream Day.

The personal essays were coded and placed in five categories: 1) being spectator at the competitions, 2) trying sports activities, 3) attending the cultural program, 4) experience outside the program and 5) Olympic values. As part of the analysis, positive and negative statements were recorded and the essays were regarded as either mainly positive, negative or neutral. The participants experiences were also compared with their background (membership of a sports club and physical activity level) and expectations to the Dream Day.

Results and discussion

The majority of the participants in the Dream Day had a positive experience; however, the Dream Day program received mixed reviews. A majority of the participants enjoyed being spectator at the competitions; however, they regarded the physical activities and the cultural program not sufficiently adapted to the target group. Several participants felt that the main reason they were there was because the organizers needed an audience.

To examine Olympic education in the Dream Day, we use Nauls (2008) four didactic approaches. The Dream Day program itself is an example on an experience-oriented aproach. The knowledge-oriented aproach had limited success as the participants only to a limited degree learned something about the olympic history or understood the meaning of the olympic values. Because of low participation in the sport activities, the physical-effort-oriented aproach were not very effective. However, many of the participants were inspired by watching some of the best young athletes compete. The life-world oriented aproach did to a limited extent reach the participants, because the majority did not understand how the experiences from the Dream Day could be relevant to their daily life.

Several factors in the participants' background and the staging of the Dream Day influenced their experiences. A vast majority of the group with positive experiences from the Dream Day had high expectations and were already physically active. School preparations did not have any influence on the participants' experiences. The planning of the Dream Day started late and the organizers failed to facilitate a sufficient preparation program for the schools to implement. The organizers did not involve youth in the planning of the Dream Day, which influenced the organizers ability to adapt the program to the target group. Other factors were that the program was mandatory and the name "Dream Day" led to unnecessary high expectations.

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The Effects Of Hosting International Sporting Events On City Branding From The Viewpoint Of Host Residents

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Aim of the research

This study aims to identify the interrelationship between sporting events and host residents' place attachment by focusing on the image perceptions of sporting events and the city as well as the impact of place attachment on positive word-of-mouth intention about the events. In addition, we explored the antecedent variables of city image and investigated what kind of city image would persuade residents to be attached to their cities.

Literature review

Previous studies have investigated the social impact of sporting events on host residents' attitudes toward events based on social exchange theory that assumes individuals more likely to participate in an exchange if they gain benefits (Prayag et al., 2013). However, studies have paid limited attention to the issue of the residents' city image such as social impact in event impact studies (Stylidis et al., 2015). Although city image is a fundamental variable to develop city branding (e.g., Kavaratzis, 2004; Merrilees, Miller & Herington, 2013), only a few studies (e.g., Baloglu & MaCleary, 1999; Nadeau et al., 2008) have explored the antecedents of city image. In particular, few studies have explored the influence of emotion on city image in spite of the high correlation between sporting events and emotions (e.g., Uhrich & Benkenstein, 2012). Moreover, we utilize fit as another antecedent variable useful to predict consumer attitudes (Gwinner & Eaton, 1999) by analyzing the unique relationship between "host city image and sporting events." Furthermore, since event experience could influence fit (Lacet & Close, 2013; Roy & Cornwell, 2004), we consider it a moderate variable, although few studies have examined the moderating effect of event experience on fit. The current study utilized the concept of residents' place attachment stimulating consumer attitudinal loyalty (Prayag & Ryan, 2012) and playing an important role in city branding (Kavaratzis, 2004; Merrileeset al., 2013) as a consequent variable of residents' city image and verified its impact on positive word-of-mouth intention toward the event. Further to the literature review, we developed an original theoretical model to verify these hypotheses. Furthermore, since little research has investigated what kind of images influence consumers' intentions, which could affect city image management, we investigated how each city image affected the residents' place attachment.

Method

With the cooperation of the local city government, we distributed questionnaires to spectators living in the host city of the 2016 Tour de France Saitama Criterium, to obtain 172 usable questionnaires (valid response rate: 82.9%). Each item was adapted from previous studies: fit (four items; Speed & Thompson, 2000); affect in the event (AIE; three items; Lancet & Close, 2013); city image (six factors: urban area/convenience, sports, city atmosphere, sightseeing/entertainment, nature, and business, and 21 items; Oshimi et al., 2016); and place attachment (seven items; Hernandez et al., 2007). As for word-of-mouth intention (one item), the respondents were asked, "Would you recommend the event to others" (e.g., friends, family)? All were rated using a seven-point Likert scale. After confirming the validity and reliability of each scale — the Composite Reliability (CR) and Average Variance Extracted (AVE) values for the nine constructs ranged from .75 to .97 and from .50 to 91, respectively (Fornell & Larcker, 1981) — we performed structural equation modeling to verify the theoretical model and multiple regression analysis to evaluate each image effect on place attachment.

Results and discussion

Overall, 59.3% of the subjects were male (average age = 40.6; SD = 14.08), while the average years in the city was 22.26 (SD = 15.70); this was close to the host city population. Structural equation modeling (χ^2/df = 2.14; CFI = .900; RMSEA = .079) showed that the AIE (indirectly) and fit between the host city image and sporting events were the antecedent variables. Furthermore, event experience as a moderate variable strengthened the link between fit and city image. Moreover, the results showing a positive relationship between city image and place attachment (R^2 = .35) and between place attachment and word-of-mouth intention toward the event (R^2 = .31) indicate the possibility of residents' role as ambassador to tourists (Hudson & Hawkins 2006; Leisen 2001). Finally, multiple regression analyses showed that city atmosphere affects place attachment positively (R^2 = .29). Considering the lack of research on the impact of sporting

events on residents' perspectives, the results shed light on residents' role in sporting events based on city branding. The practical implication of this study is that holding a sporting event and entertaining spectators by inspiring positive emotions could develop fit, city image, and word-of-mouth intention. Furthermore, event organizers could utilize residents as ambassadors to attract potential tourists to their event and contribute to city branding of the host city.

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Development Of The Olympic Value Scale (OVS)

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Aim of the paper

The International Olympic Committee (IOC) established Olympic Values in its Fundamental Principles of the Olympic Charter already in 1949. Since then the number of values that were mentioned in the charter has increased. As late as in 1999, the IOC aimed to find out what values individuals associate with the Olympic Games and initiated consumer research on this topic (Dunn & Company, 1999). Although many studies followed, the IOC never developed or proposed a sound instrument to measure Olympic Values. More recently, the IOC has been criticized for not relating Olympic Values to its decisions. However, empirical evidence can only be provided if there is a valid and reliable measurement tool. Thus, the aim of our research is to develop the Olympic Value Scale (OVS), a scale that is robust across nations with different cultures.

Theoretical background

Pierre de Coubertin (1931) proposed a set of values that Olympism should stand for, represented by the Olympic Games. The importance of his work can be seen in the high number of citations of his speeches and writings. Many citations reflect the inspiration that Pierre de Coubertin gave to his successors, such as IOC representatives and presidents, but also to Olympic scholars to discuss the various facets of Olympic Values. Olympic Values have mostly been looked at from the perspective of philosophy, sociology, and anthropology. Chatziefstathiou (2005), not solely limiting her ethnographic content analysis to speeches and oeuvres by Pierre de Coubertin, but including other Olympic scholars, concludes that Olympic Values are derived by consensus construction in a global world context. Parry (1998), attempts to make principled judgments about ethical matters through the Olympic Values. He made simple statements that capture the essence of what an "ideal human being ought to be and to aspire to" in regards to the Olympic ideal (p. 160). Based on these studies, we followed typical scale development procedures to propose the OVS that assess values from the perspective of residents from different countries.

Methodology, research design, and data analysis

We develop and validate the OVS across four pre-studies and three main studies. Three criteria guided the development of the OVS: (1) the scale should only contain items that refer to values that are relevant for the Olympic Games; (2) the OVS should capture the most important dimensions of Olympic Values, sufficiently compact; and (3) the OVS should be able to explain various phenomena related to the Olympic Games. The pre-studies started collecting the potential Olympic Value items, surveying a range of stakeholders (e.g., Olympic scholars, researchers, host city residents). We then reduced the number of items via exploratory and confirmatory factor analyses (main studies).

In our main studies, we conducted representative surveys in three countries: USA, Germany, and Brazil (total n = 3,427).. Back-and-forth translations with two native bilingual speakers were made to ensure that the translations capture the meaning of the Olympic Value items originally developed in English. In the surveys, participants rated the extent to which the 12 Olympic Value items we identified could be used to describe the Olympic Values, measured on a 7-point scale from 1 = "does not describe the Olympic Games at all" to 7 = "describes the Olympic Games very well." In all three studies, common standard convergence and discriminant validity criteria were met.

Results, discussion, and implications

We found out a robust OVS including 12 value items. The results of the analyses support the three-factor structure with the following dimensions: (1) appreciation of diversity [items: anti-discrimination, tolerance, diversity, equality], (2) friendship relations with others [items: friendship, warm relations with others, brotherhood, understanding], and (3) achievement in competition [items: achievement, competition, achieving one's personal best, effort]. The model fit of the confirmatory factor analysis is good and the 12 items describe the three factors with satisfying validity and reliability. We correlated the OVS with managerially relevant variables and found significant relationships.

The meaning of the dimensions comes close to the dimensions proposed by the IOC (2012): excellence, friendship, and respect. The usefulness and the managerial relevance of the OVS are manifold. The measurement of Olympic Values and their monitoring over time as well as the theoretical grounding of these trends are an under-researched area. We hope to contribute to partially fill this gap by proposing the OVS,

a valid, reliable, and compact measurement tool that can be used in future studies. For example, the OVS may help managers develop codes of ethics and leadership principles within their organizations.

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From A Failed Bid To The Golden Decade Of Hosting: Reimagining The Role Of Manchester's Failed Olympic Bid In Institutionalising British Hosting Policy.

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Aims of the research

The decision to or not to bid for major sporting events such as the Olympic Games has become an increasingly complicated endeavour in recent years with the escalating costs associated with hosting, increased rivalry from international competition, and wavering support from local stakeholders. As a result, cities are increasingly trying to strategically leverage benefits and legacies from hosting (Chalip, 2006; Leopkey & Parent, 2012) to foster support for the decision to bid and potentially host. Although there is a burgeoning body of literature focusing on successful bids (e.g., Westerbeek, Turner & Ingerson, 2002) and the actual hosting of the events, much less has focused on unsuccessful bids for sport events. This is interesting considering Oliver (2014) suggested that each bid, successful or not, can create a form of legacy for the candidates. As part of a wider research project investigating the possible positive outcomes of failed Olympic bids, this paper aims to develop a theoretical understanding of the development and centralisation of the British strategy for hosting mega-events, using institutional theory to consider how attitudes and approaches to hosting became embedded. The case of Manchester represented the first of a three case-study project aiming to explore how hosting legacies changed over time. In doing so, the research considers the institutionalisation of the bidding process, the possible limitations of the homogenisation of bids and the wider implications of failed bids for such events. More specifically, we evaluate the legacy of Manchester's failed bid for the 2000 Olympic Games in shaping national policy thereafter.

Theoretical background

The paper draws upon institutional theory, particularly the ideas of isomorphism, legitimacy, and institutional work (DiMaggio & Powell, 1991; Lawrence, Suddaby, & Leca, 2009) to illustrate how a new approach to bidding for sport events within the UK became widely adopted and implemented by organizations within the field. It has been suggested that organizational fields in the early part of their lifecycles exhibit variety in their approaches to dealing with particular problems, however, over time there is a push towards homogenization eventually resulting in isomorphism (DiMaggio & Powell, 1983). We argue that the sport event bidding process, as an increasingly institutionalized and embedded practice, continues to be adopted by cities for legitimacy rather than rational purposes and that bidding processes have been used by actors as a form of institutional work in order to shape the wider institutional context (Lawrence et al., 2009).

Methods

The paper draws upon qualitative data in the forms of semi-structured interviews (approximately 17) and document research (e.g., policy documents, archives, institutional documents and newspapers) that was carried out in the period 2013–2017. Interviews were carried out with stakeholders directly involved in the formation of the bid, the evolution of state-level hosting policy and also those charged with delivering the broad aspects of legacy, both locally and nationally, of the failed bid. Interview data, which was open-coded, is supported by content analysis of documentation released before the event in order to draw up public support.

Results

Manchester's bid for the 2000 Olympic Games, the culmination of the city's 12 year Olympic 'journey', had far reaching implications both nationally and locally. Locally, the failed bid(s) facilitated change within the city in terms of approaches to hosting and also the mechanics of city-level politics. Nationally, the bid represented a watershed moment in terms of UK hosting policy in that it represented the last of the city/sport-led bids for mega-events and instead led to the institutionalisation of hosting at the national scale. In essence, Manchester, as a failed bid city, was instrumental in initiating and supporting institutional change (with respect to the approach towards bidding/hosting) and was partly responsible for the strategic hosting process within the UK sporting and political landscape. From a theoretical perspective, we suggest that the practices of individual and collective actors (organisations) helped shape the institution: in this case the UK hosting strategy.

Conclusion

The findings of the study help us understand the proliferation of the desire to host in the 1990/2000s and also, perhaps, the recent decline in interest which could be attributable to too rigid forms of hosting and also the dilution of the mythical benefits of hosting mega-events.

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National Pride And Belgian International Sporting Success In 2016

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Aim of the research

This abstract represents the results of a study on the relationship between national pride and Belgian international sporting success. The results are based on four measurements among readers of a Flemish newspaper before and after the European Football Championships and the Rio Olympics in 2016.

Theoretical background

National identity constitutes an important geographical identification of who we are. People feel attached to shared values, memories, traditions, habits and a shared territory. More than other cultural forms, sport, represented by a focus on symbols, winning and competition lend itself as an indicator of a national identity (Boyle & Haynes, 2000).

Research has indicated that international sports performances are most often mentioned as making people proud of their country (Elling, Van Hilvoorde & Van Den Dool, 2014). This is explained by the story-telling capacity of the sport, the level of commercialisation and intensive media attention provided to international sporting events like the World Cup football or the Olympics. Additionally, governments invest heavily in elite sport success assuming that medal success leads to increased levels of sport participation, a growing international prestige and a general 'feel-good factor' among the population (Grix & Carmichael, 2012).

In her study on the relationship between elite success and national pride, Elling et al. (2014) found that national pride is a rather stable characteristic of national identification that cannot easily be increased by improving national sporting success and winning more Olympic medals. Instead, national performances in international sport events may lead to small, short-term eruptions in feelings of national sporting pride and well-being. These results are confirmed by Van Hilvoorde, Elling and Stokvis (2010) who state that in order to have a positive effect on national pride, identifying with sport success must be preceded by a sense of belonging to a specific nation.

A comparable analysis on the relationship between elite success and national pride in Belgium can be of added value for two reasons. First, during the last decades, Belgium's international sporting success has always been limited. Belgium was unable to qualify for a European football Championship since 2000 and only won a restricted number of medals at the Summer Olympics (i.e. three medals at the London 2012 Olympics). Second, Belgium is a federal state with two different cultural communities; the Dutch speaking north and the French speaking southern community. According to Beerten, Billiet and Maddens (1999) most Belgians experience a bipolar identity; citizens identify with the Belgian nation and with the Flemish or Walloon subnation.

Methodology

From May to October 2016, four measurements evaluated the national pride, sporting pride, identity, the level of sport participation and media involvement through a number of standardised questions and statements. While the first pre-measurement was conducted in May, the second and third measurement were conducted after the knockout of Belgium of the European football championships (July 4th) and the end of the Rio Olympics (August 25th). A post-measurement was executed in October 2016. The respondents are subscribers of a Flemish newspaper. The number of responses varied between 759 for the pre-measurement and 409 for the second measurement.

Results and discussion

The data show a significant drop in sporting pride between the pre-measurement and the second measurement, following the elimination of Belgium from the European football Championship. Sporting pride decreased fell with 20.2% to 60.4% between May 2016 and July 2016. The post-Olympic measurement did not provide a significant difference in national or sporting pride compared to the pre-measurement. No significant changes have been found for national pride. It seems sporting pride is higher for women than for men, while lower educated people are more proud than higher educated people. Respondents referring to a Belgian identity are more pride (both national and sporting pride) than 'Flemish' respondents. Finally, people who indicated they never participated in sports are significant less proud than people who sport at least on a weekly basis. The outcomes of this study indicate that Belgian elite sport achievements and especially football do directly lead to a change in feelings of sporting pride but not on national pride. Similar

to previous research, sport performances seem to have a greater influence on sporting pride, while national pride seems to be more stable over time.

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Entrepreneurial Approaches To Delivery Of Community Sporting Events: A New Zealand Case Study

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Aim

This paper presents the first of a series of case studies investigating the emergence of the commercial sport event delivery model in New Zealand. The study explores the growing diversification in the way sport is offered and consumed; the emergence of sport entrepreneurship; the motivations of event owners, sponsors, volunteers and participants; and the characteristics of the events that have contributed to their success. This paper sets the context for the overall study and presents the findings from the first case study within the series.

Background and literature

New Zealand has a longstanding tradition of sports clubs and schools being the primary providers of sports events, experiences and opportunities for the community. Driven by a number of broader societal trends, many sports clubs have experienced a decline in memberships and, as a consequence, struggle to remain viable (Sport NZ, 2015).

Within this context the provision of sport participation opportunities through private events companies has emerged. Such approaches typically have their genesis in an entrepreneur who develops and promotes an event or series of events whereby participants purchase, through entry fees, the right to take part. These individuals, through small businesses, use a commercial model of marketing and promotion and often partner with other private sector companies as sponsors who utilise the event to promote their products and services to participants and spectators.

Ratten (2011, 2012, 2013, 2014) has done some work in merging the literature related to entrepreneurship, social innovation and sport management. She describes sports entrepreneurship as consisting of "… individual entrepreneurs who leverage opportunities that arise from their networks…" and views sport entrepreneurship as "…identifying the conditions and procedures in which emergent business ventures with a social orientation are formed (Ratten, 2014). This paper provides insights into this emerging alternative approach to the provision of sporting events for the community.

Methodology, design and analysis

Through a series of exploratory case studies, the researchers investigate information-rich cases from various perspectives as examples of the emergence of sport entrepreneurship and the growing diversification of the way sport is offered to the public.

The initial case study explores the origin, subsequent development and eventual sale of one such event, the 'Beach Series', and identifies characteristics of the event which have contributed to its success. The researchers used purposive sampling, firstly to target this event as the first in the series, and then to conduct semi-structured interviews with key stakeholders including the event founder, the current owner, sponsors, volunteers and participants. A thematic analysis involving transcription, familiarisation, coding and theme development (Clarke & Braun, 2006, 2013) is undertaken. Publically available secondary data on participant numbers and demographics is analysed for trends. A cross-case comparative analysis will follow, involving additional community based, commercially delivered sports events.

Results, discussion and conclusion

The 'Beach Series' is a weekly event held on Tuesday evenings in Takapuna, a popular urban beach on the North Shore of the city of Auckland, New Zealand. The event offers participants options of competing in races of varying distances in running, swimming and stand-up paddle boarding. The event was launched in 2005 by an entrepreneurial sportsman who realised an opportunity to establish a business promoting and delivering events for the non-elite sporting enthusiast. The Beach Series operates over an 18 week summer season and has grown every year, attracting hundreds of participants each week of all ages and abilities.

The findings identify key success factors for the Beach Series as: an ideal location, a professionally run event, the creation of a community and family environment, flexibility of various event options, and an excellent link to other events. Sponsors reveal key factors motivating them to be involved as: a personal connection with the event owner, the professionalism of the event management, a good price point for

various levels of sponsorship, a good target market fit, and the ability for the sponsor to profile their role in the community by partnering with this event.

This first case study of the series concluded that the event founder/owners, as sport entrepreneurs, made extensive use of social and professional networks as discussed by Ratten (2014). The implications for sports clubs, governing bodies and sport managers relate to the need to understand the key success factors, including the motivations for entrepreneurs, volunteers, sponsors and participants to be involved in this emerging model of delivery.

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Sport, Media And Communication

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It's Not An Ambush, It's The New Athlete Marketing Mix: How The Relaxed Rule 40 Changed Individual Athletes' Self-Branding Strategy In The Rio 2016 Olympic Games.

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Aim of the project

The purpose of this study is to scrutinize the influence of the relaxation of the Rule 40 on Olympians' self-branding strategy. Today, it has become a common practice for athletes to use social networking service (SNS) as their branding tool (Mickle, 2013). At the same time, individual athletes' commercial use of social media often challenges exclusive marketing rights of official event sponsors, team, and league sponsors.

One of the most controversial cases is athletes' protest of the International Olympic Committee (IOC)'s Rule 40. Rule 40 was originally envisioned to protect official Olympic sponsors from non-official sponsors' ambush marketing activities. However, the reinforcement of Rule 40 eventually became controversial. At the London 2012 Summer Olympics, a group of Olympians, mainly led by the U.S. Olympic track and field team, launched the #WeDemandChange movement to show their strong protest to the policy. The Olympians claimed the rule infringed upon athletes' rights and potential financial support. Before the Rio 2016 Summer Olympic Games, the IOC relaxed the rule and allowed athletes to participate in non-official Olympic sponsors' campaigns during the Olympics, stipulating that the campaign could not be associated with the Olympics (IOC, n.d.). The study investigates how the relaxation of rule 40 impacted marketing strategies for athletes and their perspectives of marketing ethics after the Rio 2016.

Review of literature

Although the Rule 40 has been discussed from the legal aspects in relation to the ambush marketing regulations (Grady, 2017), how the rule affects the individual athletes' marketing strategy has rarely been discussed. Some media have reported that the IOC's policy shift may shake the traditional Olympic business model and open huge business opportunities for non-official sponsors (e.g., Robert, 2016). However up until now, the scenario has been discussed without the actual data collection and the scientific analysis.

The authors argue that under the relaxed Rule 40, Olympians may optimize their brand value by effectively executing the triple media strategy before, during and after the Olympics, triple media referring to owned media (e.g., YouTube channel), social media, and their private sponsors' non-Olympic related campaign (Arai, 2016). Some athletes and sponsors quickly took advantage of the new guideline and made the most out of their investment on individual athletes (Baker, 2016). On the other hand, some national sports federations expressed a certain amount of caution to the rule even though it has been relaxed (e.g., JOC, 2016). The adaptation to the rule change varies depending on individuals and their sports organization policy. To further investigate the impact of the relaxation, it is necessary to identify both cases: (a) athletes who adapted to the relaxation of rule 40 and (b) athletes who did not adapt the change and compare the context of their marketing strategies.

Methodology

The current study has aimed to collect the Olympians' tweet REST API before, during and after the 2016 Rio Olympic Games to identify different patterns in Olympians' social media activities. U.S. and Japanese Olympians who has the most twitter followers are selected as the sample of this study. Using API, the researchers collect the Olympians' tweets and analyze the contents to extract the appearance of official and non-official sponsors' brand elements. The researchers further investigate how the non-official sponsors' brand elements appeared in text.

Results and discussion

Results of the content analysis identified the unique patterns of the adaptation level to the relaxed rule 40. Athletes demonstrate different attitudes toward the rule change depending on the counties. The results and the discussion have been analyzed from the marketing, ethics and athlete development perspectives. The researchers also propose suggestions for the Tokyo 2020 Olympics Games, concerning how the Japanese Olympic Committee should take a leading role as the Olympic Games host.

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Big Data Or Small Meaning? Learnings From Large-Scale Sport-Related Social Media Research

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Aim

The aim of this contribution is to provide methodological insights and learnings from conducting large-scale social media research and to invite a discussion on advancing research methods in this still relatively new social communication space. A cross-European football-related research project is used as main reference.

Background

Social media has become a vital communications tool and for managing organizational/individual reputation: for example, about half of the European population are active social media users, and growing; football-related content is the single major driver in the growth of online discussions; and most European professional/amateur football organizations maintain a presence on social media platforms.

Filo, Lock and Karg (2015, p.167) define social media as "new media technologies facilitating interactivity and co-creation that allow for the development and sharing of user-generated content among and between organizations and individuals." User-generated content has led to 'beliefs in organizational omniscience' become something of a rarity (Kim, Soo-Yeon & Kang Hoon, 2015) and, potentially, adding to pluralization and organizational legitimacy (Etter, Colleoni, Illia, Meggiorin & D'Eugenio, 2017).

In addition, social media has the potential to 'predict the present' if seen as a two-/multi-way communication space. Knowing what the public or a relevant sub-community is talking about is a crucial precursor to understanding what their opinion is of any given topic. Therefore, it is no surprise that a variety of indicators from social media are already starting to enter common parlance and changing media and communications fundamentally. For example, newspapers and TV news programs routinely report that a topic is 'trending' on Twitter. In summary, 'unlocking' online content and conversations promises academic and managerial insights.

Methodological considerations

Since 2008, towards one hundred journal articles have been identified in the field of sport and social media, with the vast majority being content-driven and largely employing existing sport management research techniques (Filo et al., 2015). Many studies are rather small-scale to remain manageable and meaningful for individual researchers or small teams when utilizing mainstream research strategies, e.g. manually coding content. Any social media research faces significant methodological challenges. For example, how to capture and code large-scale social media data; how to acknowledge for the turn of social media to become more visually-driven rather than text-based; and the extent to which sentiment can be measured and if it can be attributed to real people and 'meaningful' communication (Etter et al., 2017).

In this specific case, the aim of the sport-related study has been to capture authentic conversations and dynamic views from European publics and (online) communities across ten languages related to the role of football in society. The combined number of data sources across the ten languages include 57k forums, 95k blogs and 1,715k news sites and will have been monitored for more than half a year. A commercially successful social media monitoring system has been used. In a nutshell, the data collection method for online 'community research' and especially 'extended netnography' based on user-generated content ("online practice of anthropology"; Kozinets, 2006) works along data retrieval and query management (based on theory-driven text analysis, see e.g. Mayring, 1993).

Discussion and learnings

General findings about the extent and value of social media communication in the context of the given study will be mentioned as a proxy for appreciating volume against topical focus of social media data. However, without data of the empirical study being analyzed at the time of writing (and, therefore, related pitfalls), issues around exploring sport-related content and implementing the evaluation system have become evident. Some may be not entirely new considerations in the history of science philosophy and social science research methodology, but they appear to require a rethink in the context of the still new social media phenomenon.

For example, while user-generated data is available in great excess and often perceived as 'information freely and easily available at our fingertips', it is very untidy raw material for any structured inquiry. Any

research on a larger scale needs to strike an efficient balance between qualities and quantities of available information. While we seem to have established accepted means of researching complex social interaction and mediated information (mostly through using gatekeepers as a pre-filter or by direct/primary inquiry), the diversity and relative fast changing nature of social media platforms/channels/formats cause concerns.

Consequently, with shortcomings in research designs and methods for large-scale social media enquiries, it appears as if yet several 'compromises' are required and that researchers should invest efforts into advancing social media research techniques (and their understanding thereof), but also designing inquiries beyond and outside current mainstream methodologies utilized in sport management.

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Social Media Use In Finnish Sports Leagues

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The objective of the project

Social media has provided sport organisations unparalleled access to their audiences. Fans can be reached directly through Facebook, Twitter, Instagram and other social media platforms. In addition, social media has given sport organisations new opportunities to collaborate with sponsors. (See an extensive review by Filo, Lock & Karg, 2015.) However, in order to reap the benefits promised by social media, sport organisations need to build social media strategies that take into account what they are trying to achieve and with what means. The project reviewed and analysed social media communication in two sports leagues in Finland.

Theoretical background

The project builds on two theoretical lenses. Firstly, leaning on service-dominant logic (Vargo & Lusch, 2004) we presume that, in the context of sport, value is co-created among the nexus partners, i.e. sponsoring companies, sport organisations, and sport consumers. The value arises, for example, when consumers engage with the sponsored club in a way which creates positive buying intentions towards the sponsors' products, inspires positive word-of-mouth or deepens customer loyalty. Secondly, adapting the uses and gratification theory (Katz, Blumler & Gurevitch, 1973), we assume that social media can be a fruitful context for value co-creation only if sport organisations are able to communicate with their stakeholders (particularly fans) in a way that meet these stakeholders' specific needs.

The design and implementation of the project

In order to understand the social media use in sport organisations, we conducted case studies within two top sport leagues (15 professional ice hockey clubs and 14 semi-professional floorball clubs) in Finland.

The project was conducted as follows: Firstly, with the help of Futusome Ltd (www.futusome.io), a total of 3014 messages from 29 clubs' official Facebook, Twitter and Instagram accounts were collected. We used a 10-day period in which all clubs played at least one home and one away match. Secondly, all messages were read and analysed by using inductive content analysis. Thirdly, focusing on the literal content of the messages, the tones of the messages and the enclosed photos, links, hashtags and emojis, we identified several social media functions performed by sport clubs.

Results

We identified four social media functions which are crucial for value co-creation. These functions are: i) providing information about game results, offering team news, and justifying players' and coaches' transfers, ii) collaborating with sponsors and other commercialisation activities including game promotion and merchandising, iii) communicating and engaging with fans, and iv) building social ties with the local community in order to speak to more people than the existing fan base. In doing so, our findings congruence with Filo et al. (2015), who found that social media use in sport context can be interpreted through the lenses of service-dominant logic.

The analysis showed that clubs' social media communication is focused on information activities. Numbers vary from club to club but, on average, nearly 60 percent of clubs' social media messages were classified in this category. Clubs provide information before, during and after the games, and explain management decisions. The second most common function was commercialisation. Roughly speaking, in every fifth message clubs provide social media coverage to sponsors, advertise upcoming games, and promote fan merchandise. A bit surprisingly, fan communication and engagement was just the third most common objective. It is a surprise because social media by its very definition is about interaction. Approximately in 15 percent of the messages we found interaction and engagement. Building social ties with the community and enlarging the clubs' fan base was not the top priority of any club. Less than 10 percent of the messages were classified in this category.

We recommend two main development areas for clubs' social media communication. Firstly, social media should be seen as an arena for showing congruence between sponsors and clubs. Instead of traditional company–consumer communication, social media emphasises human–human interaction. We encourage clubs and players to leverage their ties with sponsoring brands via subtle mentions on social media platforms in the form of status updates, pictures containing the sponsor's product, or links to other online

content tied to the sponsor. Secondly, we deem social media as a context in which individuals can express their attachments with others who share similar interests, values and practices. Clubs benefit if their fans use social media to express their social identity and foster social interaction beyond the immediate environment. Social media is a convenient forum for fans to express togetherness and distinctiveness. Clubs cannot manage identity building, but they can enable it. The key thing is that clubs use social media for inviting sport fans to co-create content.

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Lubricant And/Or Glue? The Role Of Social Network Sites In Sports Clubs

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Aim of the research

Social Network Sites (SNSs), such as Facebook, YouTube, Instagram, Snapchat and Twitter are increasingly implemented in voluntary sports clubs in the Netherlands as tools for social interaction. These SNSs, which are often publicly accessible, are important instruments for organizational communication. Although almost all of the nearly 25,000 voluntary sports clubs provide one or several SNSs for internal communication, it is not clear what the impact is on processes and on attitude and behavior of members. This study examines whether presence of members on Social Network Sites of their sports club (SNSuse) is a factor to the commitment of members to their sports clubs. That commitment can consist of (1) carrying out activities for the sports club, and (2) continuing their membership.

Theoretical background

Organizations have embraced Social Network Sites (SNSs) for internal communication and social interaction among members (Eurostat, 2016). Rather than functioning as a channel through which communication messages travel, SNSs operate more as platforms upon which social interaction among members occurs (Kaplan & Haenlein, 2010; Leonardi, Huysman, & Steinfield, 2013). This type of internal communication is often seen as glue that holds the members of the organization (Leonardi et al., 2013). Furthermore, SNSs are considered as applications with high media richness, that is the amount of information they allow to be transmitted in a given time interval (Kaplan & Haenlein, 2010). This media richness of SNSs enables members to seek and exchange information rapidly, and that therefore SNSs are seen as more effective than other channels in clear and problem-solving communication, i.e. SNSs as lubricant that greases the organization (Leonardi et al., 2013).

Little is known about these roles of SNSs, used for this so-called 'workplace related internal communication', in the field of sports. A study to athletics has indicated that running-related SNSs influence both behavior and satisfaction of involved athletes (Mahan III, Seo, Jordan, & Funk, 2015). However, little research has been done on specific effects of SNSs in context of member based sports organizations, such as voluntary sports clubs.

Methodology, research design, and data analysis

An online survey has been conducted among members of voluntary sports clubs in 17 types of sports, such as soccer, field hockey, athletics, gymnastics, swimming and volleyball, in the southern part of the Netherlands. Participants (n = 1,009; male: 472 and female: 537) were mostly young adolescents (M = 21.4; SD = 2.81).

The survey instrument, based on existing scales of Organizational Commitment (Allen & Meyer, 1996) and scales of Impact of Social Network Sites in context of sports participation (Mahan III et al., 2015) included items related to specific constructs of interest: (a) presence on SNS of sports clubs (SNSuse); (b) sports club involvement, (c1) sports club commitment (doing tasks), and (c2) sports club commitment (continuing membership). The major part of the response sets consisted of four-point Likert scales, which enabled members to fill in the survey on a smartphone.

Mediation analyses were performed to check whether the presence of involved members on Social Network Sites of their sports clubs (SNSuse) influences the intention to carry out activities for the sports clubs and to continue the membership.

Results

SNSuse of involved members has a double effect. It affects two intentions: (1) the intention to perform tasks for the sports club (average effect κ^2 = .099; confidence interval [.0757, .1241] Bca 95% CI) and (2) the intention to continue membership (limited effect $\kappa 2$ = .027; confidence interval [.0037, .0525] Bca 95% CI). And in the case of members who were already active in performing tasks for the sports club, SNSuse also influences the intention to continue as a member (limited effect κ^2 = .026; confidence interval [.0023, .0540] Bca 95% CI).

Conclusion and discussion

This study demonstrates the theoretical potential of organizational SNSs, that is SNSuse of sports clubs, for activating and retaining members. SNSs can therefore be used as internal communication instruments in

order to achieve organizational goals. Further research should provide insights into content type and uses, and further insights in motivations of users of SNSs of voluntary sports clubs.

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Marketing Through Sport: Exploring Impact Of Integrated Marketing Communication On Effectiveness Of A Company's Pink Ribbon Campaign

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Introduction

In recent years, integrated marketing communication (IMC) has become a vital strategy to lead success of business. With the systematic changes, the mass merchandising philosophies of major brand companies have been replaced by strategies that retain micromarketing, databases, and consumer-initiated communication (Keller, 2016). Among the numerous forms to run a successful business campaign, sponsoring sport events that support philanthropic cause is one common tactic (Sung & Lee, 2016). Despite a massive popularity of application of IMC, its effectiveness in the field of sport business has not been thoroughly examined (Kinney, 2010). In particular, little is known about the relationship among campaign interest, media channels, and sponsoring philanthropic sport events. Considering the increasing popularity of corporate sponsorship of philanthropic sport events, it is necessary to investigate how IMC strategy influence the sponsorship outcome. Thus, the purpose of the current study is to examine how participants' interest of the social issue (i.e., preventing breast cancer), number of media channel they received about the campaign (i.e., pink ribbon campaign), and usefulness of media channel have an impact on awareness of company's campaign, and further, brand image and brand loyalty.

Methods

Amore Pacific, the sponsoring company, is the largest cosmetics company in South Korea. The company and the Korea Breast Cancer Foundation have run pink ribbon campaign together for 11 years applying diverse methods and media channels such as sponsoring pink ribbon marathon, advertising breast cancer awareness campaign, publicizing breast cancer self-check guides, etc. Data were collected in five major cities in South Korea by using stratified random sampling method. A total of 1,000 female subjects (mean age = 38.89, SD = 10.88) participated in this investigation. Female subjects were used because most of the company's products are designed for women. The questionnaire contained five distinctive components: 1) types of media channel (TYPE), 2) usefulness of media channel (USE), 3) event-sponsor fit (FIT), 4) corporate image (CI), and 5) purchase intention (PI). FIT was measured with four items taken from Gwinner and Bennett (2008) and Speed and Thompson (2000). CI was measured by three items adopted and modified from Nguyen and Leblanc (2001) to meet the research purposes. Finally, three items from Nguyen and Leblanc (1998) were used to measure PI. All of the items were measured using a 7-point Likert-scale from 1 (strongly disagree) to 7 (strongly agree). In order to test the suggested model, structural equation modeling was conducted by using Amos 21.

Results/discussions

The study gauged whether participants' interest of breast cancer affects their awareness of pink ribbon campaign, brand image and brand royalty as a result of IMC strategy (i.e., number of media channel participants were exposed and perceived usefulness of media channel). Across the different data-model fit indices, the proposed model performed well and should be kept as a valid model. Data assembled in this analysis support findings form other investigations in that consumers' interest in the social issue (i.e., breast cancer) had a positive influence on the awareness of pink ribbon campaign, brand image, and brand royalty. In addition, the results reveal that the company's efforts to apply IMC strategy are significant predictors of effectiveness of pink ribbon campaign (i.e., campaign awareness, brand image, and brand loyalty). Furthermore, the findings shed considerable light on the value of IMC strategy and importance of selecting reliable media channel in the context of sport marketing. This study provides guidelines for selecting media channels and clearly demonstrates how IMC strategy, particularly sponsoring a philanthropic sport event, can influence business performance.

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Renaissance Of The "Forgotten" Medium Radio

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Research issue

With the classical understanding of "radio" as mass medium (Maletzke, 1963), the scholarly analysis of sports information practically came to a standstill according to Schafferath (1996). The findings of his study across Germany indicate that radio is nearly unimportant as the accompanying medium for parties interested in sports information. Only the live-reporting on the Fußball-Bundesliga (football federal league) each Saturday afternoon creates a station — listener — bond. The lack of variety on sports (almost exclusively football) and journalistic form of presentation (predominantly news and reports) do not cause incentives to consume with the recipient. These findings apply to public radio stations as much as to private program providers.

After thorough ckecks I found that there is no comparable research in the market of sportradio. Mendelson (1964) and Ecke (1991) focussed on Use and Gratifikations approach in general reguarding the topic of radio, but not within the sportmarket. Some following studies address partial aspects of the radio sports portfolio (cf. Gruber, 2001; Krause, 2006; Hupe, 2007; Moldenhauer, 2009), like legal, journalistic or competitive questions.

With the establishment of audio-content on the internet, it was possible to have a renaissance of the formerly medium radio. With "90elf" (start: 2008, off the air: 2013) and the successor "sport1fm" an offer stabilized, that provides content only on football and only on game days, however. Since 2013 there is a 24/7 radio provider in Germany, that calls its "meinsportradio.de". More than 20,000 user and million fold clicks or downloads per month are quantitative evidence, that there is a consumption interest among recipients. There are no commercials during the program, no music and also no general news (politics, traffic, weather).

meinsportradio.de is not a transition or addition of an existing radio chanel to the internet. It is more a special case of double hybrid: on one hand the offered programme is serial and modular and on the other hand the programme is created by broadcaster and receipient. That makes the research object unique.

Research questions

The research would like to understand, (a) what the difference of the program is, (b) why the listeners are interested in the offer and (c) if the listeners display a different receptive behaviour than during consumption of "classic" radio.

Research method

The study is integrated into the "Use and Gratifications theory". The study doesn´t follow the TAM-analysis, because here the use of technical innovations for daily work is questioned more. According to Schweiger (2007) the study goes with the linear model of the reception process, which consists of the pre-communicative stage, the communicative stage and the post-communicative stage. The presented analysis initially concentrates on the communicative stage to explore the concrete selective and receptive behaviour as well as the media appropriation.

Based on expert interviews with the owners and operators of meinsportradio.de, all listeners were surveyed with a standardized written online questionnaire. The high return (N: 276) permits reliable analyses.

Results and discussion

The listeners surveyed welcomed the modular offer of sports information that is made possible by audio-podcasts. The listeners arrange their "radio program" individually, they actively search for program content they are personally interested in. From that it can be concluded, that these programs are listened to more consciously and actively than classic radio (cf. Schaffath, 1996). The listeners use "background information" (31.8%) and "interviews" (22.1%) on a multitude of sports. And not just primarily "news" (17.8%) and "reports" (16.7%) as Schaffath (1996) attested for public and private radio stations. In total meinsportradio.de regularly reports on 21(!) sports. Mostly information on football (50.5%) is demanded, before "volleyball" (14.5%), "ice hockey" (8.9%) and "handball" (8.6%), thus sports that are not observed by classic mass-media with priority. More than three quarters (79,53%) of the surveyed people are male. The avarage age is between 31 and 40 years: interestingly more than every tenth is over 50 years old (11,16%).

19.8% of those surveyed provide editorial contributions and therefore are "prosumers" (cf. Tofler, 1980) of meinsportradio.de. That opens totally new relationships between program provider and user. It also could be an innovative advancement of user generated content (UGC).

Limitations

The data and findings collected with a scholarly standard for the first time constitute a snapshot. Regularly spaced follow up studies could provide additional findings about tendencies of the receptive behaviour. The presented survey was conducted purely quantitatively for budgetary reasons. By conducting qualitative interviews, it would be helpful to learn more on the motives and expected gratifications from listening to and producing of program contents.

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A Transformative Typology Of The Visual Consumption Of Mediated Sport

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Aim of the research

We contemplate the digital and technology-driven transformation of sport viewing to provide important insights in the development of content and its impact on consumptive practices. This is a critical examination given the contemporary collision of digital platforms and analogue mind-sets. We posit that mediasport content has been developed in four distinctive, yet interrelated, dimensions, namely the sensory enlargement, cognitive enhancement, digital connectedness and transformative engagement of the viewing experience.

Theoretical background

This presentation is built on two platforms. First, it pinpoints the increasingly complex intersection between stakeholders in the sports industry, where institutions have a growing convergence, and can now only be thought of as a bigger connected network of interests (Boyle, 2010) that are tied to a mass consumptive experience that goes beyond the simple transmission of an event. Second, it also resonates some of the characteristics of the reconfigured act of contemporary sport viewing where events draw on the confluence of many advantageous ingredients such as live transmission, major personalities, a big-business nature, massive simultaneous audiences, technology-enriched and media-centred environments. These ingredients propel innovation and a widely-accepted paradigm that digital technologies have prompted a transformation in the way fans consume mediated sport (Galily & Tamir, 2014). Similarly, fans complement their primary viewing platform, television, through newer media and second screens that enhance that engagement (Gantz & Lewis, 2014). These changes in the forms of viewing are not exclusive to sport; although, as Hutchins (2011) has noted, the sport and media connection has become one of the most accelerated versions of the impact of digital culture on any kind of mediated content.

Methodology

Sport's juxtaposition with digital culture makes it a highly suitable basis for considering transformative consumptive practices. This study is conceptual and draws upon a rich examination of purposefully selected literature, blending work in media and marketing with industry actors and contemporary developments to formulate a typology that can be used to both evaluate the progression of mediated sport consumption, and chart a path forward, particularly in relation to how consumers will engage with sport and executives will manage this process.

Results, discussion and implications

Our conceptualization and examination of the literature presents four consumptive dimensions in a typology featuring a sensory to cognition continuum juxtaposed with a passive to active pathway; before providing some concluding remarks as to how sport will be impacted by the conflation of these elements in the drive for an enriching experience for all concerned. We argue that while the visualization of sport content has witnessed a material enlargement driven by the evolution of the mediation, this has been accompanied by a cognitive enhancement to make sense of that visual content. The digital progress, in turn, has facilitated the shared, multi-platform vision of sport that ultimately has multiplied the monetization opportunities for fans sufficiently engaged in the viewing.

The integration in everyday life of the viewing enhancing technologies and the big data turmoil around them has prompted some researchers to question the real value of these new developments and to wonder if fans are being held hostage to a 'digital sublime' (Hutchins, 2016). This will be explored in the presentation as the data surrounding sport continues to grow, potentially turning games of skill and endeavour into algorithmic actions that potentially suck the passion out of the very emotional aspects that make sport so endearing to so many. In a rush to seek engagement and monetization it will also be fascinating to consider which sports consumers will stay attached to. Will the dominance of competitions such as the EPL parlay their brand power into further global success, or will regionally-based leagues exploit their more niche offerings into a community driven interaction that builds on social engagement rather than one driven purely by commercialism?

In essence, we conclude that the sensory enlargement, cognitive enhancement, digital connectedness and transformative engagement technologies that have historically allowed sport to be viewed, understood and

enjoyed across the globe are now also adding innovations that are making it shareable, discussible, bettable and playable in every increasing ways. The long-anticipated transformation of sport into a common language of mediatized entertainment is mutating to something a little bit different, but no less binding. The original argument to support that claim of universalism, namely the importance of visual components in mediated sport as opposed to more word-driven artefacts in films and music, has now incorporated (and arguably is being subsumed) by more globally recognizable streams of data and its various figurative and patterned forms.

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The Fall Of The Queen Of Nordic Skiing — A Comparative Analysis Of The Scandinavian Media Coverage Of The Theresa Johaug Scandal

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Aim

In October 2016, it was announced that Norwegian cross-country skier Therese Johaug, one of the world leading female skiers, had tested positive during an out-of-competition test. By using this case and based on the insights outlining the relationship between sports scandals, doping and different Scandinavian perspectives on doping and cross-country skiing, this paper intends to compare how Scandinavian mass media in three countries cover the incident. We do so by investigating the Norwegian media coverage which by far is the most extensive, and subsequently we compare this to how Swedish and Danish media approach the same scandal. Our aim is twofold: first we want to detect similarities and differences and second, we want to explain these similarities and differences by contextualizing how cross-country skiing and doping incidents are framed, embedded and understood in the three Scandinavian countries and by discussing which managerial consequences this may have.

Theoretical background

A sport scandal can be described as a process involving several stages (Storm & Wagner, 2015). First of all it contains an act of transgression that collides with existing expectations of how to act in a sporting context, but it is not until this act of transgression is disseminated to a wider audience, i.e. makes it observable for others, that it becomes a scandal. The transition to a third phase involves moral discussions and articulations of opprobrious discourses. This situation can be defined as the dissolving of the existing order of discourses (Fairclough, 1992). That implies the emergence of new, competing and occasionally conflicting narratives. According to Wenner, "the frame is more important than the game" (Wenner, 2006, p. 55). Thus, Wenner wants to emphasize how the story of the sport is told, and who tells it. The interesting aspect here is that the frame is rapidly under change and has suddenly become challenged by the act of transgression e.g. extensions of subjectivity understood as the positions for utterances and intertextual references become important parts of the analytical design as alternative versions are given a voice.

Research methods

We compare three contexts related to Scandinavia i.e. societies with a common social-democratic welfare state heritage (Esping-Andersen, 1990). We do so by focusing on the period running from the press release (October 13th, 2016) to the announcement of the ban (March 7th, 2017) and as our analytical foci points we will in particular draw attention to a) questions about guilt, b) subjectivity, and c) inter-textuality which then leads us to d) a wider discussion about how the sport discipline is rooted in the national context as part (or lack) of a national identity construction. The first stage is to analyze Norwegian media coverage from Aftenposten, VG and NRK,no — altogether 620 articles. This is followed up by a systematic reading of Swedish media coverage from Expressen.se and svt.se and Danish media coverage from dr.dk and eb.dk. By using these sources we are not claiming full representation of media, although we deliberately use media sources ranking from tabloids newspaper to national-tax-payers financed public service homepages.

Results and implications

Preliminary results of our study indicate that Norwegian coverage is heavily engaged in critically questioning the actual guilt of Therese Johaug by emphasizing the role of her physician and rule inconsistencies. Furthermore the Norwegian texts provide space for several voices such as national and international experts on doping, Norwegian law experts, Norwegian and international skiers, other elite athletes, family and support team of Johaug, official leaders from Norwegian Skiing, and also other prominent persons within sport, politics, history, ethics and national and international journalists. Contrary to this the innocence of Johaug is questioned and debated in encompassing Swedish media coverage where the story of Norway as an anti-doping role model is seriously challenged. The case attracts significant less attention in Danish media where the controversies between Norway and Sweden seem to play a not-insignificant role often containing clear intertextual references to harsh contrasting views found in Swedish and Norwegian media.

The case points to the managerial dilemma in a nation like Norway where cross-country skiing is closely related to a national identity construction and being a leading anti-doping pioneer. The positive test not only challenges the national identity construction but also undermines its anti-doping profile. Simultaneously

the rivalry with cross-country skiing neighbour Sweden gains momentum. The Danish approach is much more reluctant which can be partly explained by the insignificant role of skiing, but also that Denmark has a richer history of doping incidents and experiences first and foremost among it professional road cyclists.

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E-Sport And Technology

Track Chair: Tim Ströbel, University of Bern

An Analysis Of Consumers And Stakeholders Involved In The eSports Ecosystem In Germany

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Aim of the research

The relevance of this research topic is based on the fast-growing market of the eSports industry. According to market researching firm Newzoo, the revenues of the eSports market has more than doubled from US$194 million to around US$463 million between 2014 and 2016. The total sum of prize money by eSports events was around US$60 million in 2015. These impressive figures have not passed unnoticed by professional football clubs. In Germany, VfL Wolfsburg and FC Schalke 04 are pioneers in the field focussing either on FIFA (EA Sports) or League of Legends (Riot Games).

This research is aimed to shed light into the market opportunities and risks which are based on an engagement in eSports. In particular, the following two research questions have been formulated:

- RQ1: How is the behaviour of eSports consumer classified in the 'experience economy'?
- RQ2: Who are the major stakeholders within the eSports ecosystem in Germany and what are their interests?

Literature review

The model of 'the four realms of an experience' serves as the theoretical background. It is based on the 'experience economy' and follows the idea that consumers increasingly seek experiences in consumption that go beyond traditional goods and services. Experience is seen as a dimension by itself and treated as a new source of value for consumers capturing the brand's value proposition. It was created by Pine and Gilmore (1998) as a continuation of both the industrial and service economy to create memorable events for their customers. Borowy (2012), Borowy and Jin (2013) and Seo (2013) applied the model further to the field of eSports. Their model describes four fields of consumer experiences: a) passive participation (entertainment & esthetic), b) active participation (educational & escapist), c) recording (entertainment & educational), and d) immersion (esthetic & escapist). Watching streams of computer games can deliver important insights of consumer behaviour which also has a central meaning for stakeholder engagement in eSports.

Methodology

The authors chose a mixed methods research design consisting of expert interviews and an online survey. Based on a stakeholder analysis, key actors within the eSports ecosystem in Germany were identified. The aim was to provide a comprehensive map of all relevant actors (Freeman, 2010) in the field. At the time of writing, two semi-structured interviews have already been conducted. Further interviews with decision-makers from clubs (e.g. Schalke 04), agencies (e.g. Infront), lobby groups (e.g. eSport Verband Deutschland) and others are scheduled for the weeks to come. The aim of this qualitative approach is to disclose interest and intentions of key players who all try gain their share in this steadily professionalizing market. Results of this work in progress will be presented at the conference.

Additionally the authors integrated the model of the four experience dimensions of Pine and Gilmore (1998) as an eminent element in the quantitative data collection tool. This part of the research consisted of a SoSci-based online survey among German e-sports consumers (n = 1.172) that was conducted in July 2016. Respondents (97% male, 3% female, 21 years on average) were reached through pertinent eSports chat rooms and social media.

Results and discussion

62.4% of all respondents indicated to watch regularly matches of the 1st and 2nd Bundesliga on TV. The intersection between FIFA spectators who also watch Bundesliga matches was with 97.26% the highest among all video game genres. This is not surprising as EA Sports FIFA is a real football simulation using original team names and original counterfeits of players. In regards to the model of 'the four realms of an

experience', the respondents highlighted to watch streams of computer games for the following reasons: educational = 67.9%, entertainment = 83.4%, esthetic = 75.6%, and escapist = 15.5%. This means that the entertainment dimension is the most important among all respondents.

Regarding the second research question, the authors found that there are mainly three goals to achieve for stakeholders in the eSports market: a) increase the brand's popularity among a new target audience; b) acquire new sponsors from different branches to increase sales figures; c) carry the brand's image into a new market. Both experts interviewed explained that due to high proximity to the real sport of football, EA Sports FIFA was considered best to enter the eSports market. However, in order to achieve sales targets, FIFA's market size does not appear to be sufficient. Engagements in League of Legends, Dota 2, or Heroes of Warcraft should rather be considered since there the number of e-gamers is many times larger.

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What's Appening? About The Market Penetration And Motivation Of Using Sport Apps In The Netherlands

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Aim of research project

The market for wearable technology has grown rapidly, especially as a result of the popularity of smartphone applications and wrist-worn wearables. An important share of these products is used in a sports and physical activity context. Gartner (2016) estimates the total size of the wearables industry an annual $28 billion. Market forecasts show a quintuple of the market size in ten years. Wearables and apps might have a potential to tackle societal challenges, for example the promotion of a healthy lifestyle to combat obesity (e.g. European Commission, 2016).

The aim of this research project is to determine the level of use of apps in The Netherlands and to clarify the motivation of (non) users. Research questions are: 1) What percentage of the Dutch population uses apps? 2) What are personal and socio-cultural characteristics of users? 3) What are motives of users and reasons of people for not using apps? This is the first study in The Netherlands which quantifies the national market size of sport apps.

Theoretical background

The promise of apps in a sport context contrasts with the academic research in this area. For example, there is not much known about the positive role of apps in health promotion (Dute, Bemelmans & Breda, 2016). Moreover, the same is true as regards its possible downsides (Vos, 2016).

According to the technology acceptance model (Davis, 1989) the perceived ease of use and perceived usefulness of technology are predictors of user attitude towards using technology, behavioural intentions and usage.

Methodology, research design and data analysis

Data were collected in October and November 2016 by means of an online questionnaire among a random sample of the Dutch population (15–80 years). 1,530 questionnaires were completed. Respondents who used an app in the past twelve months (n = 274) were asked — by means of a semi-closed question — what their main motives for using an app were. Those who did not use an app in the previous twelve months (n = 168) and respondents who have never used an app (n = 1,088) were asked why, again by means of a semi-closed question. Both bivariate and multivariate analyses were conducted.

Results, discussion and implications

18 per cent of the Dutch population used an app for sports in the past twelve months. Men, young and highly educated respondents use apps more often. Runkeeper is the most popular app. The usage of apps is positively correlated to the frequency of sport participation. The most cited reasons for using apps are respectively insight in one's personal performance (81%), because it motivates to participate in sports (more often; 28%) and as it contributes to the sports fun factor (26%). To stay in touch with other participants (2%) and injury

prevention (3%) were scarcely cited. Young respondents use apps more often because of its sports stimulating effect and for the reason that it offers insight in one's accomplishments.

Respondents with previous, but not recent experience and those without experience indicated that apps did not connect with their personal sports experience (22%) and that using an app during exercise is annoying (21%). Possibly, this disconnection could be the consequence of a desire for a 'digital detox' during sports practice in an 'always on society'. A minority of the respondents who did not use an app in the past twelve months (13%) argue that it is likely that they will use an app for sports in the future. In terms of facilitating social connections apps play a minor role. To a substantial degree market growth is limited for the reason that nonusers do not have the intention to use apps in the time ahead.

The findings not only give empirical evidence for the level of use of apps of Dutch citizens. The results can also be of help to professionals in their objective to market their apps. Lastly, it is crucial to invest in research to get more insight into the factors which play a role in the experienced disconnection of using apps with sports practice.

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Game Meets Game. Integration Gains And Pains By Connecting Football Club Networks With E-Sports Networks

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Aim of the research/project

The eSports industry is growing continuously. ESports revenues are expected to grow at an annual growth rate of + 35.6% to reach a value of $1,488 billion by 2020. Within this industry, a new phenomenon has emerged, namely football clubs buying or establishing eSports teams. Those participate in tournaments and integrate into regular eSports leagues. In Europe there are currently about 22 football clubs, with their own eSport department and/or signed gamers. For example, the German football club Schalke04 has a League of Legends team, Manchester City contracted a 19-year old boy for FIFA tournaments and FC Valencia got four Hearthstone players in their team. Although the internationally extensive media report extensively about other football associations joining this movement, there is no existing academic research. To fill this gap, the researchers suggest the theoretical framework of Stabell and Fjeldstads (1998) understanding of value networks. If football clubs are understood as value networks, they may generate competitive advantages through the horizontal and vertical integration of eSports. From this consideration, the following research questions (RQ) were formulated:

(RQ1) Which units/elements of the football club and which units/elements of eSports are currently interlinked?

(RQ2) How will these units/elements be networked in the future?

(RQ3) What is the potential of these units?

(RQ4) Which points within this network will be accessed by football association and what kind of value will be generated?

(RQ5) What are the exchange relations?

Theoretical background or literature review

The value network creates value through simultaneous activities aimed at an intermediation (Stabell & Fjeldstad, 1998). To identify "the nature of value creation and economic exchange in sport" (Woratschek, Horbel, & Popp, 2014, p. 11) it is required to seek compensation from another theoretical framework. With the service-dominant logic (SDL) the authors can identify which units of the eSports industry has been chosen by football clubs with what kind of value creation? It has shown that operant resources like skills, competences and knowledge are the most important factor for the creation of value (Vargo & Lusch, 2004). Furthermore, to enhance the values within a value network the authors are set to discuss and motivate the decision-making process regarding the strategies of vertical and horizontal integrations and their respective opportunities and risks. This form the authors definition of two independent networks, which are enhancing their network connections to each other for creating new value.

Methodology, research design, and data analysis

To answer the research questions of this project the authors consider qualitative in-depth interviews as most suitable. Hence, the authors interview the heads of eSports departments of various European football clubs as well as managers of football clubs without an eSports division. With the help of a repertory grid, the experts will explain the exchange relations between eSports and traditional football. They portray how strong these two networks are currently linked, explore the future possibilities and analyze the underlying potentials of it. The authors will therefore analyze what value generating units of eSports can be utilized in various elements in the football club. With a qualitative approach, the authors see the possibility to identify the individual components within networks and thereby gain an in-depth understanding of these objectives.

Results, discussion, and implications/conclusions

The first interviews with eSports department manager have shown how integration of eSports can structure the digitalization path of a football club. The results are expected to further show in-depth how the integration looks like. Until the end of June 2017 the empirical research of this study will be conducted. The authors plan to complete the research report until the end of July, so the project along with its results will assuredly be presented at the conference in Bern in September 2017.

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Sport Facility Management

Track Chair: Hippolyt Kempf, Swiss Federal Institute of Sports Magglingen SFISM

Testing The Frontiers — Economic, Social And Stakeholder-Related Decisions In Sport Facility Management In Selected Case Studies

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The importance of resource management has grown in recent years. Challenged by economic and societal changes, universities have to think about new ways to gain the needed resources. Previous studies have shown the significance of the right usage of available facility and human capabilities. The main purpose of this study is to explore the kinds of business strategies that the University of Jyväskylä is planning to use in the near future. The research also aims to find out if it is possible to use the sport facilities as a potential kind of revenue stream. This research is placed in the field of social sciences of sport, in particular in sport management with multidisciplinary influences such as stakeholder management and entrepreneurship. The theoretical framework is based on studies of entrepreneurship and stakeholder management, namely effectuation, knowledge intensive organisations (KIO) and knowledge intensive business services (KIBS), which were executed by Sarasvathy (2008), Yläranta (2006) and Mukkala (2011).

To obtain comparable information, data was gathered from the German Sport University Cologne, Germany and the University of Umeå, Sweden. The data was gathered in 24 qualitative semi-structured interviews designed in biannual sessions between 2010 and 2012. The received data was examined through discourse analysis (Viehöver, 2001), making it a narrative approach. The results showed that there are various money problems, lack of strategic management and a potential specialisation of the universities upcoming within the next decade. Other potential revenue streams besides sport facilities include the implementation of tuition fees, the sponsoring of universities through naming rights, emergent orientation towards entrepreneurship by the universities and the merging of campuses, using joint venture strategies.

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Potential Applications For Modern Revenue Management In Golf Resorts

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Aim of the research

This research aims to identify ways in which golf resorts can learn from modern revenue management in the airline and hospitality sectors. A short survey amongst golf courses in Europe will provide the basis for our analysis of current gaps and potential for improvement. The research is ongoing and will yield recommendations for further research and practice.

Theoretical background or literature review

The golf industry is in a phase of transition, driven by changing golf culture, a need to recruit new players from a broader spectrum of the population, and evolving consumer behaviour. One of the primary challenges is generating more revenue from the capital intensive asset that the golf course represents. Revenue management, a commercial discipline originating from the airline and hospitality industries, may help golf course operators to optimise revenue and appeal to a broader customer base. The authors argue that revenue management tools and techniques can strengthen golf courses' business models and bottom lines, while they adapt to the changing industry.

Golf course are characterised by similar variables to hotels and airlines; perishable inventory, variable demand, limited capacity, and varying customer sensitivity (Kimes, 2000; Kimes & Schruben, 2002), making it a good platform for experimenting with revenue management tools. For any business with perishable inventory, the perishable component must be reflected in the key performance indicators. This is evident in the hotel industries Revenue per Available Room-Night (RevPAR) and airlines' Revenue per Available Seat Mile (RevPASM), and restaurants' Revenue per Available Seat-Hour (RevPASH).

Kimes, one of the pioneers of revenue management in the hotel industry, suggests Revenue per Available Tee Time (RevPATT) as the key performance indicator of success in golf revenue management, as it entails a space and time value component of the golf course. IN driving change in this indicators, two strategic levers can influence RevPATT — round duration control and demand based pricing (Kimes & Schruben, 2002). A variety of Revenue Management tools have been developed on the basis of these two levers, yet there seems to be a consensus that revenue management for golf courses is still under-utilised (Wirtz & Kimes, 2007).

Customers seem to perceive many golf revenue management practices as unacceptable and unfair (Wirtz & Kimes, 2007). For example, in the principle of dual entitlement (Thaler, 1985) holds that most customers believe that they are entitled to a reasonable/rational price and that firms are entitled to a reasonable profit. Therefore, raising price just to increase profits is perceived unfair by customers. Additional obstacles in establishing effective revenue management practices in the golf industry include difficulties in demand forecasting, price optimisation, and tee-sheet optimisation. Furthermore, many if not the majority of revenue management tools suggested by researchers are only viable in situations where demand exceeds supply and therefore needs to be optimised rather than stimulated.

At the same time, mega-trends such as advancing technology, big data, and hyper-connectivity enable the revenue management practice in other industries to advance at a rapid pace. The discipline of revenue management is evolving into a data-driven, consumer insight practice that intersects with many other disciplines, such as online marketing, social media, and finance. These advancements enable the practitioners of effective revenue managers to significantly outperform their competitors.

In this paper the authors identify the current ecosystem of golf course revenue management along with the most common tools and practices. In addition, the authors highlight eight revenue optimisation techniques with a proven track record from the hospitality and airline industry that may help golf course operators to appeal to a broader customer base and maximise financial and operational performance.

Methodology, research design, and data analysis

Survey amongst European golf courses to determine the current state of their golf course revenue management systems and tools used.

Results, discussion, and implications/conclusions

Study ongoing. Results will be available before the conference.

The paper will present implications for research and practice.

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Exploring The Leverage Facets Of 2018 Pyeongchang Winter Olympic Venue Legacy: Contingent Valuation Method Approach

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Background and objective of the research

Legacies of mega sport event are considered to have multifaceted values such as economic, social, and/or environmental outcomes for local host city (Preuss, 2007). Especially, these mega event legacies might have potentials to transform urban landscape and order by accelerating or generating changes in economic, social, cultural, technological, and environmental aspects of the city beyond sport (Hiller, 2006). However, many mega sport facilities have been rarely leveraged 'actively' for the post-event use. In light of this challenge, the concept of sport-anchored development (SAD; Johnson, Whitehead, Mason & Walker, 2012) should be expanded to fully leverage the mega sport legacies and maximize the multifaceted benefits to host city and nation. Therefore, the purpose of this study is to explore various development themes for SAD for 2018 Pyeongchang Winter Olympic Venue Legacy. Specifically, this study develops specific leverage facets of the Pyeongchang Winter Olympic Venue legacy based on the economic value of willingness-to-pay (WTP) stated by the general public through Contingent Valuation Method (CVM).

Literature review and theoretical foundation

Johnson and his colleagues (2012) estimated intangible values (e.g. civic pride, community identity) in the context of SAD for local downtowns in Canada, using CVM. Atkinson, Mourato, Szymanski and Ozdemiroglu (2008) surveyed citizens of London, Manchester, and Glasgow to estimate WTP for intangible benefits and cost (e.g. national pride, security risks) for hosting 2012 London Summer Olympic Games. Humphreys, Johnson, Mason and Whitehead (2016) estimated the monetary value of medal success in Olympic Games. However, many CVM studies seem to be limited to find various dimensions of sport public goods, including civic pride, national pride, sport success, feel-good-factors and synergistic outcomes. Also, they examined the limited number of factors to determine WTP. Given that the legacies of mega sport event naturally extend beyond sport and accordingly have the multifaceted capacities to promote or bring social changes in infrastructure, culture, tourism, economics, technology and environment of host city (Hiller, 2006), it is necessary to explore the expanded themes of sport-anchored development and develop the specific leverage facets in the context of mega sport legacy.

Methodologies

Based on previous literature, panel discussion of experts, Delphi studies, we identified nine themes of sport-anchored development for the post-event leverage of 2018 Pyeongchang Winter Olympic facilities. These nine themes were developed as Scenario 1: Facility for local residents' health, well-being and happiness, Scenario 2: Bringing a professional sport team to region, Scenario 3: Elite athlete-centered facility for ice sports, Scenario 4: Facility for local tourism, Scenario 5: Facility as an Olympic Legacy, Scenario 6: Facility for Ice derby, Scenario 7: Facility for MICE (meeting, incentives, convention, event and exhibition), Scenario 8: Facility for national health, Scenario 9: Facility for national leisure activities. The survey instrument was designed to elicit individuals' willingness to pay (WTP) by Multiple Bounded Discrete Choice (MBDC) of CVM to reduce the hypothetical bias (Welsh & Poe, 1998). It requires respondents to express a level of decision certainty for each amount of their WTPs by selecting one of the five levels including definitely no, probably no, don't know, probably yes, and definitely yes. The online survey was administrated to a sample of local residents in Gangwon-do province (n=687) and another sample of national population of South Korea (n=1,675).

Results

The average monthly WTPs for the nine themes were estimated respectively ₩2,625 for local/₩1,673 for national population for Scenario 1; ₩1,140 for local/₩2,341 for national population for Scenario 2; ₩2,792 for local/₩860 for national population for Scenario 3; ₩5,596 for residents/₩1,660 for national population Scenario 4; ₩2,584 for local/₩2,489 for national population Scenario 5; ₩1,712 for local/₩2,334 for national population for Scenario 6; ₩1,590 for local/₩750 for national population for Scenario 7; ₩1,363 for local/₩1,165 for national population for Scenario 8, ₩3,500 for local/₩1,325 for national population for Scenario 9. Also, a multiple regression analysis shows that WTP is significantly explained by individuals' perceived social capital (t = 6.073), participant sport activities (t = 2.895), profes-

sional sport consumption (t = 1.972), arts and musical activities (t = 2.377), gender (t = -2.017), and age (t = 2.744) for national population.

Discussion and implications

Notably, the findings imply that local residents in host city prefer more direct economic benefits in the facet of tourism, compared to national population. Also, the empirical results implies that perceived social capital of individuals can be a key factor to generate the multifaceted values in sport-anchored development of Pyeongchang Winter Olympic Venue Legacy. Other implications for policy formation and development will be further discussed.

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The Analysis And Plans About Space Utilization For Sport Clubs Through Photo-journaling Approach

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Aim of the project

Since Ulsan Mobis Phoebus was founded in 1997, it has been considered the most successful professional basketball franchise in Korea by winning the most cumulative championship (i.e., six championship titles and three runners-up) in the history of Korean Basketball League (KBL). However, it struggled to attract new sponsors as its sponsorship revenue was not as profitable as expected. The front office managers were desperate to find solutions to turn this over. As a first step, they wanted to know how fans consume the game at the venue, where the points of contacts (i.e., logos, banners and signage) are, and what attracts their eyes and attentions at the Ulsan Dong-Cheon Arena, the home venue of Ulsan Mobis Phoebus.

Theoretical background

This study utilized a photo-journaling approach (Choi, Stotlar, & Park, 2005; Park & Choi, 2011). Photo-journaling is described as a unique method to offer a deeper level of understanding than simply sending out survey questionnaires and listening to people's stories in interview setting (Alvesson, 2003). Furthermore, it helps researchers overcome the lack of neutrality when conducted in an ethnographic research setting by minimizing interactions with participants.

Methodology, research design, and data analysis

'Photo-journaling' for Ulsan Mobis Phoebus has been utilized for three games at its home arena. The first photo-journaling was conducted for the match with Samsung Thunders on January 25, 2017 while the second and the third photo-journaling were completed for the games with Goyang Orions on February 5, 2017 and Changwon LG on February 11, 2017, respectively. The participants were recruited a week before each of a game through an official Facebook page of Ulsan Mobis. A total of 28 participants volunteered in this current photo-journaling research (7 for the first game, 11 for the second game, and 10 for the third game). An hour prior to each game, brief orientation was given with the complimentary tickets. Each participant was told that the main goal of photo-journaling was to collect the moments of amusement and entertainment during a game whereas the main purpose of this activity was to understand the detailed process of interacting with logos, banners and signage of sponsors. The participants were then asked to send photographs they have taken before, during, and after the game with short descriptions of each picture clarifying the insights of each photograph. A total number of 535 photographs and descriptions were collected.

Results, discussion, and implications

Collected photographs were filtered through three phases. After set-up of categories, all researchers categorized each photograph with unanimous approval. The first categorization was done by locations, whether the picture was taken inside or outside of the arena. During the second categorization, the pictures were broken down into details such as seats, court, spectators, concessions, scoreboard, figures, and accessorial objects. The last categorization screened duplication of the pictures and discarded irrelevant pictures. The results from last categorization were the followings: 1.2% of F&B (7 pictures), 4.3% of Mobis-related goods (24 pictures), 17.2% of indoor facilities (96 pictures), 33.9% of the court (189 pictures), 11.1% of event and other facilities (62 pictures), 17.4% of human figures (97 pictures), and 14.7% of accessorial articles (82 pictures). After categorizations, the data sets became the key indicator of validating the home events and sponsorship effects. Processed data implied what the most attractive and impressive spots and perspectives were at the basketball venue.

Currently, general evaluation of media exposure is executed in a corporate's view. However, photo-journaling exclusively depends on the spectators' views, resulting in improving the level of fan experience. Researchers hope that the clubs and sponsor organizations can be able to actively utilize the data in terms of making decisions about the on-site promotion. As well, it helps utilize the undermined spots that are not exposed through media but can be used for sponsorship and promotions at the venue (this spot is also called 'Dead Zone'). Lastly, photo-journaling implicitly presents the hidden values inside the stadium relatively well compared to media exposure.

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Get Lost In The Garden Of Eden: Exploring The Pulling Power Of New Zealand's National Sports Stadium.

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Aim of the research

This paper focuses on the ongoing attempts to turn Auckland's Eden Park, New Zealand's premier sports stadium, into both an iconic brand and a revenue-generating local visitor attraction. The aim was to critically assess the perceived push factors and pulling power of a community-owned venue that, despite a long history of hosting major events and many thousands of sports fans, continues to divide opinion in terms of it's availability, accessibility and affordability. The long-term future and feasibility of embracing the principles and practices of edutainment within Eden Park was also assessed and compared that witnessed within other sporting stadia, domestically and internationally.

Theoretical background

In terms of tangible sports event legacies, the stadium remains one of the most discussed and disputed consequences for the local host community to manage once their guests have all headed home. In 1989, Sports Geographer John Bale expanded upon Tuan's concept of "topophilia" to emphasise the emotional and physical impression left by stadiums and urban 'sportscapes', citing that all venues have the potential to develop "a sufficient mystique" which, given time, may enable them to become "visitor attractions in their own right" (1989: p. 120). More recently, sports historian Jason Wood (2010: p. 198) revisited Bale's work, adding the "surviving historic grounds, and the sites of former stadiums, have the potential therefore to recapture place, memory and meaning, to create new interest in history and heritage and to generate new tourism markets and destinations". The subject of heritage sports tourism, and more specifically stadia-based tourism, has grown in popularity over the past decade, having once been referred to as the sleeping giant of a global billion dollar industry (Gammon & Fear, 2005; Wright, 2012). The concept of edutainment continues to divide opinion, within the industry and academy, but has proven history of both pushing and pulling people into places where they can be simultaneously educated and entertained (Wright, 2016).

Methodology, research design and data analysis

The expectations, perceptions and actions of those directly responsible for managing, maintaining and marketing Eden Park were capture via semi-structured interview. These were then compared to those operating within the sport, event and tourism industry, including those directly responsible for promoting Auckland and New Zealand to sport event tourists. A mixture of thematic and narrative analysis was employed to extract the most noteworthy comments/conclusions from the qualitative data collected.

Results, discussion and implications/conclusions

The findings identify how expectations and perceptions differ between those operating within Auckland's closely aligned sport, event and tourism sectors, especially with regarding the potential pulling power of a modern sports stadium that sits empty for the majority of the year. The authenticity of the edutainment product/package provided was also discussed, with some doubting that the demand for stadium tours existed in Auckland or New Zealand, especially amongst the local community or the domestic urban (event) tourism market. The importance of sports organisations and stadium owners establishing effective working relationships and engaging in regular professional communication with both their neighbouring business community and those specifically employed within the local tourism and hospitality sector was also identified. Examples from iconic venues located in North America, Europe and Australia were provided to demonstrate the potential profits attached to both building local attachment and offering an attractive product for sporting pilgrims to consume at their leisure. The paper concludes with a series of recommendations to assist sport event tourism marketers and sports facility managers seeking to maximise the long-term returns from hosting short-term/one-off major sporting fixtures.

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Sport Funding And Finance

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Who Invests In Financial Instruments Of Sport Clubs? An Empirical Analysis Of Actual And Potential Individual Investors Of Professional European Football Clubs

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Aim of the research

Due to the reinforced conditions of official regulatory credit screening procedures of Basel II and Basel III, credit is now more difficult to obtain for risky business models such as sport clubs. Therefore, alternative, supporter-based financial instruments have become more important. Given the increasing relevance of fan investors for professional European football clubs and instances — e.g., fan bonds of German football clubs TSV 1860 München and FC Hansa Rostock — where the issuing football club did not successfully implement their supporter-based financial instrument, the issuing club has to know in advance who may provide capital to implement an appropriate selling process. Therefore, the aim of the study is to identify factors that influence the purchase decision of actual and potential individual investors of financial instruments of football clubs. In this context, we first try to evaluate the factors separating potential individual investors from non-investors based on the willingness to invest. Then, we analyse the factors that describe the actual individual investors of football clubs.

Theoretical background and literature review

Traditionally, financial literature posits the notion of "Homo Oeconomicus" who makes perfectly rational economic decisions. However, individual investors do not act in line with the theory. Alternatively, behavioural finance is an approach that applies psychology to finance. It attempts to analyse the behaviour of the financial markets and of individual investors by identifying and learning human psychological phenomena (Kahneman & Tversky, 1979). The literature on behavioural finance offers various explanations as to why individual investors do not act accordingly and, therefore, are subject to different biases (e.g., home bias, naive diversification, excessive trading, herding).

Previous sport-related research focuses primarily on the influence of sporting results on club's stock prices and volatility (e.g., Benkraiem, Le Roy, & Louhichi, 2011) or the effects of an IPO on a club's sporting performance (Baur & McKeating, 2011). With the exception of the study of Huth, Gros, and Kühr (2014), who investigate the role of individual investors' emotional motives in sport investments, quantitative research in the area of fan investors is limited.

Methodology, research design, and data analysis

In line with our research-leading aim, we selected two dependent variables and different finance-related, club attachment-related and sociodemographic independent variables for bivariate and multivariate analyses.

For the data collection, we used a standardized online questionnaire to track factors that describe potential or actual investors in financial instruments of football clubs. The online questionnaire was used for cost and time reasons (Fowler, 2014). As we aim to cover respondents across Europe, the questionnaire was available in five languages — English, German, French, Spanish and Portuguese — to include participants from different parts of Europe with large and smaller football leagues. The questionnaire tool Qualtrics was used for online sampling. The link was posted to selected fan and financial online forums across Europe and to different social media channels. The questionnaire was online for several weeks (12/16–01/17). In total, 760 respondents completely filled out the questionnaires during the survey phase and were considered in our analyses.

Results, discussion, and implications/conclusions

Our findings indicate that club attachment is essential for an investment in a football club. Justifiably, these financial instruments, such as bonds, are called "fan-bonds" in the sport economic literature. In their selling campaigns, football clubs should focus on men who possess a certain level of knowledge of financial

instruments, have a certain risk appetite and have a direct attachment to football in general and — if possible — to a specific football club.

The results also underline that traditional investment objectives are more or less irrelevant for supporter-involved financial instruments. Therefore, football clubs can act differentially in comparison to other firms issuing financial instruments such as stocks and bonds. The individual investors of football club-related financial instruments do not expect or require a financial return of the issuing football club. In contrast, in line with previous sport-related findings, they invest to help the club realize their future (sporting) objectives. The sporting success of football clubs replaces the financial return for their individual investors. Therefore, investors expect an emotional return that compensates their financial efforts.

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Managing Sports Events: A Multiple Case Study Investigating The Influence Of Institutional Complexity On Management Accounting

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Aim of the research

It is well documented that major sports events often become more expensive than planned, and one of the challenges for organizers are unexpected increases in costs or reductions of revenues. This is a pattern that has been found in mega events (see e.g. Solberg & Preuss, 2015). This paper, however concentrates on events of a medium size, and special attention is paid on the event organizer's challenges of budgeting and keeping financial control. We explore how accounting systems are designed and used in following events, which all are of a medium size:

- The 2014 FIDE Chess Olympics in Tromsø,
- The 2014 FIS World Cup in skiing Trondheim
- The 2015 IAAF Diamond event at Bislett in Oslo.

We first describe the financial risks and the accounting systems applied. All events use budgets as main control tools, but we have also taken a broader approach to accounting. According to Malmi and Brown (2008) accounting systems do not operate in isolation. The control package approach provides a wider perspective on the relation between budgets and other control mechanisms, for example related to cultural or administrative controls.

We also analyze how the accounting is influenced by external forces. All events are under influence by a number of stakeholders, of which the international federations as the owner were central. This involves the World Chess Federation (FIDE), the International Ski Federation (FIS) and the International Association of Athletics Federations (IAAF).

Theoretical background

The theoretical motivation comes from a stream of literature concerned with the role of accounting systems under conditions of institutional complexity, which are environments where organizations face several institutional logics that informs the objectives or actions of the organization (Lounsbury, 2008). The institutional logics perspective hence provides the opportunity to analyze the influence of the logics represented by the multitude of stakeholders on the accounting systems in the events.

A foundation of the institutional logics perspective is that organizations are inter-institutional systems. Hence, the understanding of the behavior in a specific context requires the recognition of an inter-institutional system of sectors at different levels in which each sector represents a different set of expectations.

Another important foundation is that institutions are not universal over time and space. This means that institutions are particular to historical time and their cultural environments. This is a perspective that enables a more complex discussion of the heterogeneity of the influence of institutional logics.

Last, the institutional logic approach assumes that decisions and outcomes are a result of the interplay between individual agency and institutional structure. Hence, the means and ends of actor's interests and agency are both enabled and constrained by prevailing institutional logics. However, the relative power of the stakeholders involved in the events will influence the different logics (Carlsson-Wall, Krau & Messner, 2016). Greenwood, Raynard, Kodeih, Micelotta and Lounsbury (2011) claim that structural position and power and its implications for institutional complexity has been little addressed in the literature.

Methodology, research design, and data analysis

This research is based on a multiple case study with empirical data from three sports events. The data comprises central documents, but most importantly interviews at multiple levels in all the events. The main focus is on the management level.

Results, discussion, and implications/conclusions

The paper analyses some of the uncertainty and unpredictability that that organizers of medium size events have to manage. This involves various forms of financial risks, which in turn illustrates the challenges of budgeting the events.

The organizers of the Chess Olympics met new demands from FIDE that not were included in the original budget. The organiser of Bislett Games experienced that important sponsorship deals relied on personal

relationships, while fluctuations in exchange rates significantly affected the costs. In athletics, the agents of athletes orchestrated auctions to push up the price money. Organisers of Diamond League events also had to pay additional bonuses for world records. The organiser of the FIS World Cup was sheltered from such risk, while their ability to manage their income was limited.

At a more general level, this paper contributes to the literature and the influence of institutional logics by more specifically aiming to understand how accounting practices are shaped in highly institutionalized settings. The findings suggests that the accounting systems in all three events were influenced by the logics of their stakeholders; perhaps most importantly their international sports federations. However, the power of the event organizers to manage was differing, and the paper hence answers to calls for research on power within an institutional complex setting.

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Comparison Of Market Risk Across European Exchange-Listed Football Clubs

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Aim of the research

Professional football has become big business. Professionalization and commercialization could be identified in many different fields. One of which is that it has become possible to be the owner of a football company and that some of these football companies even went public so that investing in professional football nowadays could be realized rather simple, just by trading shares of listed football companies at the stock exchange. One consequence is that risk-return analyses typically conducted for listed stocks could be applied to football stocks as well. The analyses provided in this paper explores for a sample of listed European football companies whether they are correctly priced, how closely their returns are correlated with the general stock market development, and the relative importance of systematic and idiosyncratic risk as return drivers.

Theoretical background

Beginning with conventional criteria, football could be considered as an industry that exhibits high operating and high financial leverage. These features increase covariance risk (Ross, Westerfield & Jaffe, 2006), leading to the expectation of a strong link to the business cycle which in turn implies a β higher than one for an industry with these risk properties. However, it is also well known that football is not a conventional industry. Depending on the national tradition, football companies often dispose of a colorful set of stakeholders that might have different, partly even conflicting, ideas about the goals the football company should achieve (Senaux, 2008). This translates into football company objective functions (Madden, 2012) that might include conventional market value maximization, but also maximization of on-field success or maximization of member welfare, e.g., via member involvement in club/company policy. These influence factors make the football industry special and might yield a genuine risk-return profile of football company stocks.

Methodology, research design, and data analysis

The study applies the approach that Kavussanos, Juell-Skielse and Forrest (2003) established for the analysis of the risk-return profiles of shipping stocks. It is based on the following CAPM equation:

$$R_{it} - R_{ft} = \alpha_i + \beta_i(R_{Mt}) + \varepsilon_{it}$$

Excess return of stock i in period t over the risk-free rate is driven by systematic risk, represented by the return of the market portfolio, and idiosyncratic risk, captured in the error term. ß measures the stock return's general market sensitivity. α indicates whether the stock is overpriced ($\alpha < 0$) or underpriced ($\alpha > 0$). Zeller's (1962) seemingly unrelated regression (SUR) is applied to obtain estimates for α and ß for each stock. The sample is mainly based on the STOXX Europe Football Index. The final sample includes 19 stocks; for all of which monthly observations from January 2010 to December 2016 are available. Market portfolio is represented by the MSCI European Stock Market Index, risk-free rate by one-month Euro LIBOR.

Results, discussion, and implications/conclusions

α is negative for 17 out of the 19 sample clubs, in two cases even statistically significantly at the 5% and 10% level, resp. This indicates that football stocks tend to be overpriced. The average α of all clubs differs from zero at the 5% level. Overpricing might be the result of a demand for these shares that is not only driven by business fundamentals but also by emotional factors.

ß is below one for 17 out of the 19 sample clubs, in most cases the difference from one is significant at the 1% level. The Wald test shows that the average ß of all clubs is different from one at the 10% level. That is against the hypothesis made above in favor of ß larger than one. It seems that there are further links between general market development and football stock returns than those put forward above which loosen the relation with general economic development. Possibly, emotional attachment of fans and supporters is so strong that consumption of football and related goods and services have the character of basic supply goods and services, being only weakly linked to the business cycle.

R^2 falls into the range between 0.03 and 0.33, but is generally quite small as it is below 0.1 for ten out of 19 sample clubs. Thus, only a small part of football stocks returns can be explained by general market developments. Instead, idiosyncratic risk is a prominent driver of football stocks returns. This means that

investors interested in investments in football stocks could profit very much from setting up a diversified portfolio of football stocks.

Generally, results show that football stocks returns display some particular characteristics. This might raise interest of investors looking for non-mainstream industries and assets for diversification purposes.

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Crowdfunding: A Strategy For Acquiring Money And Increasing Fan Loyalty?!

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Aim of research

Within the professionalization of football, additional economic and management challenges have emerged for the individual clubs and more financial resources are necessary to remain the own competitiveness (Bezold & Lurk, 2016). Conversely, traditional financial institutions such as banks have increasing problems granting credits to professional football clubs owing to limited securities and a high degree of intangible assets of the football companies. Hence, crowdfunding could be a contemporary approach of fan-based financing to solve this financial gap. This was confirmed in the studies about fan bonds in German football as the motivation of fans to buy fan bonds seem to be primarily the support of the club than an investment decision (Bezold & Lurk, 2016; Huth et al., 2014). Nevertheless, so far it was not analysed whether both parties could profit from such a cooperation and how any financial commitment to a club influences the supporter's loyalty afterwards. The main research question of this paper is whether crowdinvesting and crowdlending could be additional and cost-effective elements within the financing as well as customer relationship strategy of a professional football clubs. It will be considered how a crowdfunding campaign should look like regarding its objectives, conditions, rewards as well as the communication with potential investors to be successful for both club and fan.

Theoretical background

Crowdfunding is an online-based approach of financing that has both emerged in practice and in academia within the last ten years. Although the underlying principle of crowdfunding is not new, a milestone for modern crowdfunding are the recent developments in information technologies such as the spread and growth of the internet (Moritz & Block, 2016). One major difference to traditional forms of financing (such as venture capital, business angels or bank loans) is that crowdfunding allows capital seekers to address the consumer as a source for funding directly in a decentralized way (Alaei, Malekian, & Mostagir, 2016). In the context of football this offers possibilities for an enhanced relationship between the club as capital seeker and the fan as potential investor. Crowdfunding has various subtypes such as crowdsupporting, crowddonating, crowdlending and crowdinvesting. In this paper, the focus is on crowdlending and crowdinvesting as in those subtypes the investor receives a financial reward in form of the interest or any other profit-sharing mechanism (Beck, 2014).

Methodology, research design and data analysis

The study is based on the data derived from 15 semi-structured interviews with financial managers of German football clubs within the three highest divisions. Each interview lasted for approximately 60 minutes and focuses on crowdfunding in general, fan-based financing especially in form of fan bonds and if applicable, existing crowdfunding campaigns have been discussed. Content analysis tools are used for the analysis of the data.

Results

The interviews with financial managers confirm that external investment will increase significantly within the next years in football in Germany. Fans are a potential target group for this development as they are possibly a more committed and loyal partner than is could be the case with other professional investors. Increasing problems with traditional institutions such as banks as creditor caused by more legal regulation has been reported. It was found that owing to the different financial capabilities of the three professional leagues in German football, the evaluation and development of crowdfunding campaigns varies strongly. On the one hand, for clubs of the 3. Liga any fan-based financing campaign is crucial for maintaining current competitiveness or even to avoid crisis (or worst bankruptcy) situations. On the other hand, the clubs from the 1st Bundesliga regard the Euro 2.5 million (the amount which can be raised due to German legislation) as not sufficient for any investments project. However, for them crowdfunding is considered more as a valuable customer relationship tool to increase fan loyalty by allowing supporters to participate into various projects of the club. Hence, from the interviews the idea derived that the willingness to participate in a campaign and the level of fan loyalty influence each other mutually. It was acknowledged that crowdfunding is a modern form of fan bonds with an easier implementation (through the support of the platform) and higher flexibility, but that financially spoken, the costs are comparable for most clubs to fan

bond campaigns as in comparison to traditional fan bonds (with decorative certificates) the money must paid back completely.

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A Satellite Account For Golf In The UK

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Aim

The purpose of this research was to quantify the economic importance of golf in the United Kingdom. The principal challenge for work of this type is that sport generally and golf specifically are not recognised as industries in their own right within the System of National Accounts (European Communities et al., 2009) adopted by most developed nations. Consequently, measuring the economic significance of golf requires the use of a Satellite Account methodology, whereby economic activity linked to the economy but not part of the core UK national accounts is identified within the System of National Accounts and reported separately. There are three key measures used when assessing the economic scale of an industry: first, consumer spending; second, Gross Value Added; and, third employment. The aim of this research was to quantify these measures for golf.

Literature review

There have been various attempts to quantify the economic importance of activities that are not recognised formally as industries. These include the environment, tourism, and the activities of households (Office for National Statistics, n.d.). In the UK the Department for Culture Media and Sport has been instrumental in the production of a Satellite Account for Sport since 2011 (DCMS, 2011). Part of the rationale for the Sport Satellite Account was to measure the economic impact of hosting the London 2012 Olympic and Paralympic Games. As a result, from the 2004–2006 baseline there has been a regular series of updates in the lead up to and aftermath of London 2012 (DCMS, 2015, 2017). These reports have been awarded 'official statistics' status, which means that they passed the strict quality control protocols to validate their veracity. In 2014, the latest data that were available for this study, consumer spending on sport in the UK was £31.0 billion (2.7% of all UK consumer spending); Gross Value Added was £29.8 billion (2.0%); and employment (measured as Full Time Equivalents) was 700,000 (3.1%). The contribution to knowledge of this research was to measure the economic importance of a specific sport within the framework of a Satellite Account for sport as a whole.

Methodology

Our analysis is consistent with the 'Vilnius definition' of sport, which articulates the consensus reached at European Union level. The economic model employed uses, where possible, variables from official statistics as its basic inputs. It divides the sports economy into six sectors which are analysed separately to ensure that there is no double counting. The methodology measures the income and expenditure flows between different industries to identify the golf-specific components of these flows.

Three main sources were used to acquire the relevant data:

- National data sets (for example national level sports participation surveys to measure demand, and the International Passenger Survey to quantify golf tourism);
- Analysis of company accounts (over 2,500 golf-related businesses); and
- Bespoke surveys and interviews with key golf organisations.

The only aggregation which takes place is for profits, wages and jobs per sector, which in turn generate the Gross Value Added and employment estimates.

Results

The golf industry in the UK proved to be measurable and significant within the context of sport as illustrated in the three key indicators discussed below.

Consumer spending

Consumer spending on golf in the UK was found to be £4.303 billion which is equivalent to £1,108 per adult golfer in the UK. The greatest single source of this consumer expenditure (£2.253 billion, or 52%) is consumption associated with the UK's near 3,000 golf clubs.

Gross Value Added (GVA)

The Gross Value Added of the golf industry in the UK was £2.045 billion in 2014 with the largest single area being golf clubs, including their food and beverage operations at £623m (30%).

Employment

The golf industry provides employment for 54,190 full-time equivalent employees and these roles are carried out by 74,480 different people when adjusted for part-time workers. Golf clubs are the most significant employers in the sector (17,780 FTE, 33%).

There are regional variations in the economic importance of golf in the UK, with Scotland (the 'home of golf'), having a disproportionately large share of the industry, given its population base.

Within sport as a whole, golf proved to be worth 14% of consumer expenditure, 7% of GVA and 8% of employment. At the heart of the industry is a thriving club sector. However, the sport's presence in tourism, hospitality, construction, equipment, clothing, and events are all notable areas of golf's economic impact. This new insight into golf provides the sport's authorities with a new vocabulary with which to speak to Government.

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The Financial And Social Security Of Elite Sport In Switzerland

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Main objective

A recent study outlines the difficult financial situation for Swiss professional athletes, who compete in an international environment (Kempf, Weber, Renaud & Stopper, 2014). The situation implicates two problems in the promotion of elite sport in Switzerland: On one hand, entering the elite sport system in Switzerland is financially and professionally not attractive for high-qualified specialists and on the other hand, there is a lack of post career support. This is shown in a cross country analysis of post career support of 14 countries, where Switzerland lags behind (De Bosscher, Shibli, Westerbeek & van Bottenburg, 2015). As part of the response to the postulate described below, this abstract outlines the difficult situation for elite sport athletes in Switzerland based on their employment status and their income level, which diverges significantly from the one of the conventional labour force in Switzerland.

Purpose and background

In May 2014 the Science, Education and Culture Committee of the Swiss National Council (one of the two chambers of the Swiss Federal Assembly, representing the people of each canton by proportion) requested from the Swiss government, the Federal Council, a report on how the financial and social security of elite sport careers can be improved effectively. The Federal Council as well as the National Council approved this so-called postulate in September 2014. The purpose of the report was to give an overview of the situation for elite sport athletes and to make aware of the problem of funding elite sport in Switzerland. The report was approved and published by the federal council in November 2016.

Design and implementation

The paper is based on a survey of the Federal Office of Sports (Kempf et al., 2014), where 959 (n = 959) elite sport athletes were interviewed on different aspects of their career. It is extended through descriptive statistics comparing the employment situation of elite sport athletes in Switzerland with the regular labour force by working hours (part-time or full-time) and the number of jobs athletes have (multiple job holding). In our definition, a full-time elite sport athlete only focusses on sport and doesn't work or study on the side in contrast to parttime elite sport athletes. The comparison was made with the Swiss labour force in total and that in a similar age-range with the athletes during the time of the survey, depending on the available data of the Federal Statistical Office. The paper analyses the situation for elite sport athletes in Switzerland, outlines the problems they face and suggests how to overcome them. The report reflects literature regarding dual career and elite sport career development. The main statements for my contribution are the late post-career concern of the athletes (Wylleman, Alfermann & Lavallee, 2004), as well as the difficulty of developing a general formula for success in the post-athlete career due to differences in maturation of athletes (e.g. biological growth, behaviour) respecting different sports (Bergeron et al., 2015).

Results and Future of the Project The results show that while 72% of Swiss employees between age 15 and 39 work full-time, only 29% of elite sport athletes don't pursue another profession. The difference regarding multiple job holding is even more extreme. While 37% of elite sport athletes hold multiple jobs, which means they hold at least one regular job next to being a professional athlete, only 6% of the Swiss labour force aged between 15 and 39 and 7% of the whole Swiss labour force hold multiple jobs. Both, working part-time as well as holding multiple jobs, lead to financial gaps in the pension fund for life after retirement, but also in the disability and unemployment insurances. The Swiss social security system is financed at least to fifty per cent by the employer. Because athletes are often self-employed, they have to finance their pension fund all by themselves. The low median income of elite sport athletes — is less than a third of the median of the general full-time labour force and only 40% of the median income of the labour force aged 20 to 29 — amplifies this problem. As a result we suggest making the athletes aware of their personal responsibility as well as implementing entrepreneurial thinking. In practice, an athlete should view his career as an enterprise and should take measures for the time after the elite sport career. The athletes should get easy access to coaching for these matters. The main stakeholders, who should initiate, support and finance these programs, are the National Olympic Committee and the Sporthilfe, a charity that supports Swiss elite sport athletes financially.

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Parachute Payments In English Football; Softening The Landing Or Distorting The Balance?

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Aim of paper

This research has three aims. First, to examine the extent to which parachute payments widen or bridge the financial gap in the Championship between clubs that receive them and those that do not. Second, to analyse whether the overall competitive balance in the Championship is affected by the parachute payment system taking into account the prevalence and value of these payments. Third, to compare the performances of clubs in receipt of parachute payments and those without in terms of promotion to the Premier League (the top tier) and relegation to League 1 (the third tier).

Theoretical background

Received theory suggests that the perfect game is a symbiotic contest between equally matched teams (Wilson, Plumley & Barrett, 2015). The economic problem with this 'symbiotic contest', as Vrooman (2015) contends, is that professional sports leagues form imperfectly natural cartels where games are played between teams with asymetric market power. Professional sport teams (and leagues) are intrinsically different from normal forms of mainstream business, where the most successful firms can eliminate competition and establish stronger market position. Such elimination of competition and single team dominance in sport, however, is not healthy for the continuing success of the professional league due to the joint nature of production (Leach & Symanski, 2015).

As such, this paper examines whether or not parachute payments distributed in English football to relegated teams are distorting the competitive balance within the English football league system. There is extensive research that has analysed competitive balance in the so called 'big five' European football leagues (England, France, Germany, Italy and Spain; e.g. Goossens, 2006; Montes, Sala-Garrido & Usai, 2014) but there is little research that has been conducted in the lower tiers of these respective leagues and no research, to the authors' knowledge, that considers the impact of parachute payments on competitive balance.

Methodology

The time frame for the analysis was the ten Championship seasons from 2006/07 to 2015/16. This time frame was chosen based on the availability of data about parachute payments made to clubs relegated from the Premier League, which was sourced via direct correspondence with the Premier League. Turnover figures for clubs that competed in the Championship at any point in the time period under consideration were obtained from their annual accounts. Championship results for each season between 2006/07 to 2015/16 were collated from the English Football League website.

Overall competitive balance of each season was measured using Michie and Oughton's (2004) Herfindahl Index of Competitive Balance (HICB), which was derived based on the number of points achieved by all clubs in the Championship in each season. The research also examined specific aspects of competitive balance that are likely to be of interest to both fans and league authorities — promotion, survival and relegation. Performance against these outcomes in the Championship of clubs with parachute payments was analysed relative to clubs that did not receive them through further statistical tests.

Results, discussion, implications

We found that parachute payments offer clubs that are eligible to receive them a relative financial competitive advantage over other clubs in the sense that they can be used to offset player transfer fees and wages. In relation to the overall competitive balance of the Championship, we found evidence that an increase in the number of clubs with parachute payments and the overall value of these payments coincided with a reduction in competitive balance in the league. Furthermore, clubs with parachute payments were found to be twice as likely to be promoted to the EPL and considerably less likely to suffer further relegation to League One compared to clubs without. In relation to parachute payments aiding promotion, the results were statistically significant ($z = 2.075$, $p < 0.05$).

The paper puts forward two main suggestions for league organisers based on the results. First, a re-distribution of parachute payments is recommended to bridge the financial gap between the leagues. A more equal distribution of the broadcasting rights, in relation to improving competitive balance of leagues, would possibly begin to bridge the financial gap between some clubs. Second, the implementation of a

handicap system is discussed, with relegated clubs potentially having the choice between a handicap (with parachute payments) and no handicap (without parachute payments).

This research extends the evidence base of competitive balance in professional team sports and also contributes to the academic literature in a novel way, primarily by being the first paper of its kind to examine competitive balance in relation to parachute payments.

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Legal And Ethical Aspects Of Sport

Track Chair: Bo Carlsson, Malmö University

Multi Arenas In Swedish Elite Ice Hockey — A Tax Challenge

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Background/problem/issue

Swedish ice hockey is by tradition built on the principles of the European Model of Sport (pyramid structure, non-profit, utility maximization, youth fostering, and promotion and relegation etc.) and governed by the Swedish Sport Confederation. Corporation is however allowed since 1999, i.e. sport plc. But, unlike business life generally the Swedish Sport Confederation don't allow full corporation, there is a so called 51-percent barrier, which means that a non-profit sport club must own the majority of votes in its sport plc. (Malmsten & Pallin, 2005). With inspiration from National Hockey League (NHL), i.e. Americanization of sport, new modern multi arenas has mushroomed in Swedish elite ice hockey during the first decade of the new millennium (Lundberg, 2009). These new multi arenas has not only created better sporting facilities. They have also created new sources for revenues and establishment of (sport) business groups. Generally, in Swedish elite ice hockey a non-profit sport club is majority (sole) owner of a multi arena throw a real estate company.

To understand some of the legal challenges that arises for clubs in Swedish elite ice hockey, and their plc.'s, take-off must be taken in the Swedish (2005: 551) Companies Act. According to Companies Act (Chap. 1, §11) a limited liability company is a parent company if the limited company owns more than 50 percent of the votes or shares in the subsidiary. A socalled mother-daughter relationship, also called a genuine business group. Similar rules are contained in the Swedish (1995: 1554) Annual Accounts Act (Chap. 1, §4). If the requisites is not met, instead, a spurious (sport) business group arises. This means directly that a Swedish sport business group is a spurious business group, due to the fact that non-profit sport club's must own the majority of votes, i.e. the non-profit sport club is parent company. This means from a Swedish corporate and tax law perspective that group contributions can't be made (Swedish Income Tax Act [1999: 1229], chap. 22 and 35). The reason why Swedish sport business groups are not allowed to do group contributions is that corporate income would avoid taxation. In addition, competition would be distorted against other business forms with other owners (Ågren, 2011).

Two Swedish elite ice hockey clubs that faced the Swedish Tax Agency's interest in light of this intricate corporate and tax law area is Leksands IF and Modo Hockey Club. The Swedish Tax Authority's interest were primary based on the question of withdrawal of assets. As a consequence, these two club's real estate companies have been convicted for withdrawal of assets for the 2006/2007 season with 2.4 million and 1.96 million Swedish crowns. The main problem and research task question is hereby to analyze how the organization and regulation of Swedish elite ice hockey and establishment of new multi arenas creates tax challenges.

Theory

Theory is not necessary for analyzing Swedish jurisprudence. However, Americanization is a valuable theory to understand the commercialization of Swedish elite ice hockey and the growth of new multi arenas, i.e. American influence and culture is received/imported/forced to a country (Alm, 2002).

Method

The study is based on jurisprudence and document analysis, primarily of Swedish legislation, case law and preparatory work. Also, publications about Swedish elite ice hockey and the American and European Model of Sport has been used. From a jurisprudence perspective, the Swedish Company Act and Income Tax Act, preparatory work and two indicative judgements from Appeal Court in Sundsvall has been analyzed. By analyzing these legal documents important knowledge is achieved from a corporate and tax law perspective.

Result

Swedish corporate and tax law can never open up for group contributions for Swedish sport business groups without tax consequences even though sport plc's has been established. This also applies to subsidiaries. The transition from the non-profit sector to the fully taxable corporate sphere has been driven by financial reasons and international influences. By incorporating the well-known benefits of public limited companies and combining these with international influences, representatives of Swedish elite ice hockey want to be competitive. Swedish Corporate Act and Income Tax Act creates challenges for Swedish sport with the 51percent regulation, which can result in unpleasant tax consequences in case of unconsidered restructuring. This means that international influences from a Swedish corporate law and tax law perspective are not automatically transferable and applicable to Swedish elite sport. Representatives for Swedish elite ice hockey clubs should for this reason work for the removing the 51-percent regulation (i.e. full corporation). Group contributions can then be made without tax consequences.

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Preservation Of Amateurism And The Commercial Regulation Of NCAA Sports

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Currently, no issue is more important to the multi-billion dollar industry of college athletics than the legal preservation of the NCAA's unique form of "amateurism." The NCAA's version of "amateurism" refers to regulations that restrict student-athlete compensation to the full cost-of-attendance, an amount set by each school that covers tuition, books, room and board, fees, and some miscellaneous cost-of-living expenses. The NCAA and its media partners push the position that amateurism is vital to the continued commercial success of college football and college basketball because consumers would lose interest in those products if athletes were to be compensated with amounts higher than what they are compensated with currently. This notion stems from Justice Stevens' seminal statements in the Supreme Court decision, NCAA v. Board of Regents (1984); statements which a progeny of district and appellate circuit courts have relied upon in protecting, from judicial scrutiny, all regulations that the NCAA deemed necessary to preserve the "revered tradition of amateur athletics" (Baker & Brison, 2016: p. 346; quoting Board of Regents, 1984, p. 120).

For the better part of three decades, judicial respect for preserving amateurism within college sports provided the NCAA with fortification from a barrage of legal challenges brought by student-athletes (Baker, Maxcy, & Thomas, 2011). Relatively recent legal losses in commercial litigations like O'Bannon v. NCAA (2015) and In Re NCAA Student-Athlete Name & Likeness (Keller, 2013) from the Ninth Circuit, and Hart v. EA Sports, Inc. (2013) from the Third Circuit, however, demonstrate a decrease in the judicial deference that fortified the NCAA, and its business partners, from antitrust law for most of its existence. The NCAA now appears vulnerable to legal challenge. Two pending antitrust actions (Jenkins v. NCAA and Alston v. NCAA) exacerbate the need for research aimed at guiding the courts in the resolution of legal issues which potentially could change the way the NCAA regulates the business of college athletics.

The central purpose of this presentation is to examine the legal issues currently pending against the NCAA based on the current status of the "procompetitive presumption" that consumer interest in the NCAA's intercollegiate sport products depends on the preservation of amateurism. The presentation will include a doctrinal legal research review of the antitrust theories and applications that were central to the most recently-resolved, and currently pending, cases filed by college athletes against the NCAA. Our review of those cases and the literature revealed that the Ninth Circuit in O'Bannon (2015) interpreted Justice Stevens' presumption of validity for the NCAA as a procompetitive justification rather than a quasi-exemption and this change in legal treatment has left NCAA regulations vulnerable to antitrust challenges. The NCAA continues to caution that the success of intercollegiate athletics depends on amateurism and this insistence is similar to concerns asserted by some within the International Olympic Committee prior to its shift in policy on amateurism. This presentation will use the pending actions in the US involving the NCAA to address the legal value courts, arbitrators, and international sport organizations have placed on amateurism. As sport continues to evolve as a commercial industry, the concept of amateurism will continue to generate legal interest and studies are needed to address its importance and legal validity.

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Sole Of An All Star®: An Evaluation Of Converse's Trademark Infringement Allegations

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Objective

In October 2014, Converse, a subsidiary of Nike, initiated a complaint with the United States International Trade Commission (USITC). The USITC complaint was filed against 31 companies located in the United States (U.S.), Canada, Japan, and China. The complaint alleged the companies, which included Skechers, Walmart, FILA, and Ralph Lauren, were selling counterfeit versions of the All Star sneaker. This problem is not exclusive to Converse. Several sport brands, such as adidas, Nike, and Puma, have also encountered potential trademark infringements. Thus, the objective of this presentation is to discuss the Converse case and provide sport brands legal insight into protecting trademarks in the U.S. and abroad.

Purpose and background

A trademark is a name, slogan, or any source identifier for a company's product or service (Cho & Moorman, 2014). Trademarks allow consumers to distinguish competing products and services. Trademarks also provide rights for mark holders to protect their products and services from infringement and potential consumer confusion regarding the origin of a specific product or service.

To protect their intellectual property rights, a company may send a cease and desist letter to potential infringers, file a federal lawsuit, and/or pursue action with the USITC. The USITC is a quasi-judicial federal agency charged with investigating matters of trade. In addition, the USITC adjudicates cases involving imports which may violate a company's U.S. intellectual property rights (USITC, 2017a). Once a case is initiated with the USITC, it is initially adjudicated before an Administrative Law Judge. The case is then reviewed by the full USITC, and a final decision is issued.

In November 2014, the USITC launched an investigation regarding products that allegedly "infringed or diluted the registered and common law trademarks used in connection with certain Converse shoes, such as the Chuck Taylor All Star shoe" (USITC, 2017b, para. 1). The complaint purported violations of section 337 of the Tariff Act of 1930 based on the importation and sale of these products in the United States. A section 337 violation must consist of claims pertaining to intellectual property rights such as trademark infringement by imported goods. Converse alleged violations through infringement of its Chuck Taylor's signature trademark components such as the toecap design, the black midsole stripes, the rubber toe bumper, and the diamond-patterned outsole. The company also argued violations based upon unfair competition, false designation of origin, common law trademark infringement, and trademark dilution (*In the Matter of Certain Footwear Products*, 2016). Converse also requested the USITC issue a general exclusion order or a limited exclusion order as well as a cease and desist order to the suspected infringers (USITC, 2017b).

A USITC Administrative Law Judge ruled in favor of Converse (I*n the Matter of Certain Footwear Products*, 2015). Upon review, the full USITC determined only shoes featuring the "trademarked diamond-patterned outsole on any of its silhouettes" infringed upon the Converse shoe, and those shoes could not be imported into the U.S. Furthermore, the USITC concluded the toecap, the rubber toe bumper, and the black midsole stripes were not enforceable trademarks. The USITC stated the designs lacked secondary meaning, and based upon survey evidence, only 21% of consumers associated the design with Converse, i.e., consumers no longer associated these elements with only the Converse All Star shoe (*In the Matter of Certain Footwear Products*, 2016).

Additionally, in October 2014, Converse filed federal lawsuits against 19 individual companies for making, distributing, and selling shoes resembling the Converse All Star sneakers. Although a majority of the companies settled out of court, the mixed opinion by the USITC and the pending federal lawsuits may have substantial implications for other sport companies/brands seeking to enforce their intellectual property rights. Specifically, registered trademarks in the U.S. may be at risk of losing their protected status. Therefore, the purpose of this presentation is to discuss Converse's legal strategy for protecting the All Star sneaker from potential trademark infringement.

Design and implications

Researchers will analyze the USITC's investigation and decision and evaluate the 19 trademark lawsuits initiated in 2014. Cases will be examined regarding disposition (i.e., current status of the case) and the

likelihood of a ruling in favor of Converse based upon the claims. The results of this study will guide sport marketers and practitioners in understanding the available methods for protecting trademarks from potential infringement. Furthermore, the implications of the current study also will aid sport marketers and practitioners in establishing best practices for protecting their trademarks in the U.S. and abroad.

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Corruption In FIFA: Organisational Structure And Corruption Susceptibility

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Aim of the research

The purpose of this research is to examine the susceptibility of the formal FIFA network to a grand vote rigging corruption scheme of the FIFA World Cup host elections. To date, little research has been published on the vulnerabilities of FIFA's inter-organisational network structure. Following the elections of Russia to host the World Cup in 2018 and Qatar to host the World Cup in 2022, 34 FIFA officials and two corporations were indicted by the FBI on charges of different forms of corruption. The indictments reveal an organisation deeply embedded with corruption and with complete disregard for democratic processes in the placement of the World Cup. This research is set out to examine if the formal network structure is part of the blame.

Theoretical background

Much literature is covering the concept of inter-organizational relationships, with the majority of this literature purposed to gather insights into the advantages of inter-organizational networks. However, in this study, the main objective is to uncover whether the inter-organizational network structure renders the organization susceptible to corruption in terms of a vote rigging scheme. The first section outlines a conceptualization on inter-organizational networks — federations, coalitions, cliques and voting blocs (e.g. Gulati & Gargiulo, 1999; Hanneman & Riddle, 2005; Hart & Kurz, 1983; Provan, Fish, & Sydow, 2007; Waugh, 2009) — and situates FIFA within the contending conceptions. Further, other forms of inter-organizational cooperatives are conceptualised according to the purpose of this research. The second section reviews the concept of vote mobilization under the secret ballot, utilized in FIFA (e.g. Gingerich & Medina, 2013; Morgan & Vardy, 2012). The third section clarifies the concept of power, and discuss it in the context of this research; ultimately with the purpose of operationalizing the concept for analytical purposes (e.g. Burt, 1992; 1995; 2004; Gould & Fernandez 1989; Granovetter, 2002; Podolny & Baron 1997). The fourth section discusses the concept of trust and its applicability for the analysis of inter-organizational networks (e.g. TTodeva & Knoke, 2005; Täube, 2004; Waugh, 2009). The fifth section outlines competing conceptualizations of corruption and the applicability for to the purposes of this research. Finally, the sixth section will focus specifically on the conditions that render an inter-organizational network structure susceptible to corruption (e.g. Burt & Knez, 1995; Coleman, 1988; Granovetter, 1992; Koschade, 2006; Mullins, 2013), and thus serves as a baseline for the conditions expected in the FIFA network structure, if the organization indeed has a susceptible network structure.

Methodology

The research is a cross-sectional, mono-method, single exploratory case study. Quantitative secondary data was collected to create a sociometric dataset based on frequency of participation in either a FIFA committee, Confederation executive committee or a Sub-confederation executive committee. The data was assigned on a frequency based attribute and thus numerical. The network is extended to include all confederations and sub-confederations of FIFA. Data was structured according to an actor-by-actor matrix. A rectangular data structure was created to record which faction each actor belonged to. The factions were split according to confederations or sub-confederations. The spreadsheets were imported into UCINET and symmetrized to account for human errors in the typing procedure of the frequency based data.The research examined the susceptibility of the formal network towards two types of corruption regimes: A centrally controlled corruption regime, and a horizontally controlled corruption regime.

Results and discussion

The analysis is divided into two parts. The first part examines the susceptibility of the network to a centrally controlled corruption regime. For this to be the case, the FIFA network should exhibit a low structural cohesion, indicating low embeddedness in the network, and a high level of network centralization and correlation between the actor centrality distributions. The second part examines the susceptibility of the network to a horizontally controlled corruption regime. For this to be the case, the FIFA network should exhibit group differentiation and broker monopolists in the sub-confederations and confederations.The findings do not suggest that the inter-organizational network is susceptible to a centrally controlled corruption regime, but does suggest that the formal FIFA network at a moderate to low degree renders the FIFA World Cup host elections susceptible to a horizontal vote rigging corruption scheme.

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Olympic Values And Population's Support For The Hosting Of Olympic Games

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Aim of the paper

The International Olympic Committee (IOC) has been criticized for not relating Olympic Values to attitudinal and behavioral measures in populations (Milton-Smith, 2002). We assess the influence of Olympic Values on consumers' attitude toward Olympic Games and their support for hosting Olympic Games in their home country, depending on perceived corruption of the IOC. The measurement of corruption in the context of sport organizations and mega-sport event hosting is important, as many consumers associate opportunism and corruption with actors that stand behind these organizations and events (Mieth, 2007; Müller, 2015).

Theoretical background

Based upon the Theory of Self-Serving Behavior (Johns, 1999), which postulates that the mechanisms of self-serving behaviors in individuals, groups, and organizations can be explained by assessing incentives for identity protection as well as pursuit and protection of resources, we predict differential effects of three Olympic Value factors — appreciation of diversity, friendship relations with others, and achievement in competition — on both consumers' attitude toward Olympic Games and consumers' support for hosting Olympic Games depending on perceived corruption of the IOC. Specifically, we hypothesize that individuals who perceive high (vs. low) corruption levels within the IOC will have a lower attitude toward Olympic Games with increasing levels of achievement in competition, because the value relates to self-serving (vs. serving others). The perception of corruption likely makes consumers more skeptical about the concept of winning in sport. Appreciation of diversity and friendship relations with others are directed at serving others (vs. selves). Here, identity protection and protection of resources should be of little relevance. Thus, perceived corruption is not expected to influence the relationship between appreciation of diversity and friendship relations, respectively, and the dependent variables.

Methodology, research design, and data analysis

To test our hypotheses, we conducted representative surveys in three countries. 1,133 US-American, 1,149 German, and 1,145 Brazilian residents took part in the studies in 2015. They were members of a market research panel. In the online surveys, participants rated the extent to which 12 Olympic Value items could be used to describe the Olympic Values, measured on a 7-point scale from 1 = "does not describe the Olympic Games at all" to 7 = "describes the Olympic Games very well." Four items were used to measure corruption of the IOC (e.g., "I see no difference between FIFA and the IOC in issues concerning corruption"), anchored at 1 = "I do not agree at all" and 7 = "I fully agree." Attitude toward Olympic Games was measured using Simmons and Becker-Olsen's (2006) three semantic differentials ($\alpha = .95$; e.g., "negative vs. positive"). The validity and reliability of all scales were at satisfying levels. We also asked residents whether they support hosting the Olympic Games in a host city in their home country (yes, no, I don't care; Rio de Janeiro for Brazil [2016], Boston and Hamburg as potential host cities [2024] in the USA and Germany, respectively).

Results, discussion, and implications

We conducted a regression-based analysis to assess whether perceived corruption of the IOC increases the effect of achievement in competition (but not the effect of appreciation of diversity and friendship relations with others) on consumers' attitude toward Olympic Games and support for hosting Olympic Games, respectively. The three value factors (factor scores from the CFA after controlling for stylistic response behavior), perceived corruption (mean-centered), and their interactions were used as independent variables; attitude toward Olympic Games and support for hosting Olympic Games were the dependent variables.

The results showed that achievement in competition related negatively and appreciation of diversity and friendship relations with others related positively with attitude toward Olympic Games. There was a significant interaction between achievement in competition and perceived corruption (all other interactions were non-significant). The results could be replicated using the support for hosting Olympic Games as the dependent variable: at high levels of perceived corruption, residents who perceived high achievement in competition tended to rather not support the hosting. The likelihood was significantly higher when residents perceived low achievement in competition. At low levels of perceived corruption, however, high (vs. low) achievement in competition had no effect.

Despite recent evidence that more and more consumers question the necessity of hosting Olympic Games in their home country, which has been attributed to a loss of values in sports in general and in the Olympic

Movement in particular, the measurement of Olympic Values and the assessment of their predictive power are an under-researched area. We hope to contribute to partially fill this research gap and provide managerial implications to the IOC.

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Moral Indignation And Disappointment With The Results — Measuring Public Trust In Finnish Olympic Committee And Elite Sport Reform

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Aim of the research

The purpose of this research is to measure and analyse public trust in Finnish Olympic Committee (FOC). FOC is an independent non-governmental organization but receives over 80% of its funding from the government. The study is motivated by the question of how the experience of major changes in the field of elite sport during the last few years have effected on FOCs legitimacy. The elite sport reform was carried through 2009–2012. The main outcome of this reform was the foundation of the *High Performance Unit (HPU)* under the Finnish Olympic committee, which started its operation in 2013.

Theoretical background

The theoretical background of the study lies on Tost's (2011) integrative model of legitimacy judgments. The model integrates social psychological research and institutional theory. It identifies three different dimensions of legitimacy judgements: instrumental, relational and moral. The model is dynamic since it recognizes also the process of legitimacy judgement and divides it in three interlinked stages: judgement formation, use and reassessment. In addition, another model published in Finch, Deephouse and Varella (2014) is in the minor role in this study when analyzing how the news published in the media have effected on public opinion.

Methodology, research design, and data analysis

The survey based mainly on the operationalization of Tost's (2011) model was launched in November 2016. The survey was divided into three sections. The first part measured the trust in FOC in different dimensions. The second part focused on the process of legitimacy judgement and traced the effect of the elite sport reform on this. In the third part of the survey, respondents were asked for their opinion on how the relationship between the state and the elite sport should be arranged. The survey got 1 690 respondents and the data is adjusted with the entire population according to age, gender and region.

Results and discussion

The results cannot be interpreted against the previous results as this was the first time to measure the public trust in FOC. Instead, we compared FOC's trust level to other organizations in two other studies using similar methods of measurement. In both comparisons FOC ranked among the worst.

The study gives also support to the explanation that this legitimacy-gap has emerged over the past few years. About 42 percent of the respondents have changed their perception of FOC during the last few years. About 20 percent of the respondents named a singular event as the source of their changed opinion and 97 percent of those responded that this event changed their attitude to the negative direction.

The analysis of the named singular events indicates that the report of the ministry's financial audit regarding the FOC: s financial management (2016) significantly deflated the reputation of FOC in the eyes of the public. The report revealed cases that were contrary to good governance and public expectations. Overall in this survey instrumental legitimacy (sporting success) turned out to be secondary factor affecting in public trust in comparison to moral legitimacy issues.

Firstly, the presentation focuses on the analysis of the named singular events in more detail. Secondly, the dynamics of the public trust in Finnish Olympic Committee will be analysed in the light of the Tost's theoretical model. According to theory, individual level legitimacy judgements change slowly in time. In the presentation, we will consider whether this assumption is appropriate for elite sport organizations living in close and daily media relations. In this context, we also think about why the public trust is needed, what is sufficient level of trust and to which other organisations elite sport organisations should be compared to.

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Examining The Legal Intersection Of Ambush Marketing Prevention And Olympic Hashtag Usage

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Aim of the project

In the ardent efforts to prevent ambush marketing in the Olympic marketing space, the United States Olympic Committee ("UOC") has been amongst the most proactive national governing bodies in seeking to curtail unauthorized use of hashtags in social media designed to create an association with the Games. Prior to the 2016 Summer Olympic Games in Rio de Janeiro, for instance, the USOC sent letters to non-sponsor companies warning they would infringe the USOC's rights if they incorporated into social media posts any of the USOC's protected marks, including #Rio2016 and #TeamUSA, regardless of the content of the social media messaging. The letter further prohibited the sharing of any Olympic results or retweeting from official Olympic accounts by any non-media outlets. Similarly, the Canadian Olympic Committee notified non-sponsors that, even if a Rule 40 waiver has been granted, it is severely restricted in its use of hashtags on social media. For instance, as stipulated in its published Guides on Brand Use, the following would not be permitted: *Congrats to @Xathlete as she goes for gold today at #Rio2016! #Team Canada* (Sie & Gray, 2016). Great Britain explicitly stated in its Rule 40 Guidebook that non-sponsors will not be allowed to "create an association" with the Games by, among other things, re-tweeting any Team GB tweets at any time, or re-tweeting athletes' posts which relate to the Games. But, on what *legal* basis can these NGB's make such sweeping declarations that arguably chill free speech?

Objectives

This presentation will examine the legal and business challenges for sport properties and brands with regard to future anti-ambush marketing strategies involving restrictions on the use of hashtags. Such actions, described by some as "trademark bullying," raise legal issues at the nexus of free speech and trademark law and warrant further scholarly exploration as countries continue to craft their anti-ambush marketing strategies within the context of hashtag usage.

The constitutionality of the USOC's efforts was challenged in a lawsuit filed in a U.S. federal court days prior to start of the 2016 Summer Olympics by a small carpet cleaning business called Zerorez (HSK, LLC. v. United States Olympic Committee, 2016). Zerorez communicates with customers through Facebook and Twitter and anticipated discussing the Olympics, contemplating social media posts such as "Are any Minnesotans heading to #Rio to watch the #Olympics? #RoadToRio". Zerorez requested declaratory relief from the court, arguing that "[s]peech is not commercial in nature merely because it is on a business's social media account" (HSK v. USOC, p. 8). This was in response to the USOC's broad assertion that every social media post from a corporate account constituted commercial speech and was therefore prohibited.

Literature review

Although the U.S. Supreme Court has long grappled with how to define commercial speech, it provided insight as to what is not considered commercial speech in Virginia State Bd of Pharmacy v. Virginia Citizens Consumer Council (1976): "Speech is … not necessarily commercial just because money was spent to project it" (p. 761). Additionally, although the 7th Circuit's decision in a right of publicity case involving former NBA star Michael Jordan broadened the scope of commercial speech, the USOC's assertion that every social media post from a corporate account constitutes commercial speech is arguably over-reaching (McKelvey & Grady, 2017).

The second legal issue raised in the Zerorez lawsuit turns on the application of statutory trademark law. Within the U.S., this requires application and analysis of the federal trademark protections found in the Lanham Act, and would require similar legal trademark analysis within other countries. The Lanham Act makes liable anyone who uses a registered mark in commerce "in connection with the sale … or advertising of any goods or services on or in connection with which such use is likely to cause confusion, or to cause mistake, or to deceive." Trademark law, however, also recognizes that there are other ways to use another's mark without misleading consumers or infringing the owner's rights.

Implications

One can argue that the use of trademarked hashtags in social media posts that do not directly incorporate selling messages is not necessarily commercial, such as in cases of congratulatory messages involving the Olympics. These posts are not likely to confuse or mislead the public as to the company's affiliation with the

Olympic Games (with regard to sponsorship), or lack thereof. Resolution of the *Zerorez* case will shed light on the legal viability of the USOC's policies for using hashtags and provide valuable guidance for future Olympic organizers.

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Sponsorship Legal Issues: A Comparison Of Finland And The United States

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Aim of the research project

The aim of this study is to compare how two distinct sport law systems (Finland and the United States) analyze conflicting team and individual sponsorship issues. There is a potential conflict between the benefits granted to national team sponsors that limit the sponsorship elements of individual athletes. This problematic issue will be examined from the Finnish and US perspectives.

Theoretical background/literature review

Modern comparative law focuses on the legal similarities and the differences between two nations and utilizes document analysis techniques (Van Hoekle, 2015). This legal exploration may compare the European Union and the United States model of sport law (Parrish & Dodds, in press). Recently, Dodds & Norros (2017) examined the Finnish and United States models of sport law across numerous sport business areas, including sponsorship.

There are many similarities between the two models. The jurisprudence depends on the use of standard business law like competition/antitrust, intellectual property, and contract law for its legal decisions.

Specifically, there is a gap in the comparative sport law literature focusing on how national sport teams deal with sponsorships. Many Finnish and the US sport sponsorships offer category exclusivity at the national level. A potential conflict exists due to possible team and individual sponsorship agreements. This study attempts to address this issue from the Finnish and US perspectives.

Methodology, research design, and data analysis

The authors investigate this issue by first comparing the Finnish and United States legal systems. Next, two recent and similar legal decisions dealing with national team sponsorships and potential conflicts will be scrutinized.

In MAO 244/13 (Finland), a Finnish firearms athlete is sponsored by a German cartridge manufacturer. This agreement conflicts at the international level due to a competitor sponsorship with the Finnish Shooting Sport Federation, which may preclude the athlete from using her sponsor's product during international competition. A holding in the national team's favor would dramatically decrease the value of sponsoring the athlete. The legal issues of both the competition law and industry-cropping are discussed in the court's ruling.

In the comparison case, a US court considers how a national team sponsorship may include individual players without their consent. United States Soccer Federation, Inc. v. United States National Soccer Team Players Association (2016) ruled that the collective bargaining agreement did not require the players association's approval for print advertisements. Thus, the advertisements for the national sponsors can include individual athletes. This may affect the athlete's sponsorship value.

Results, discussion, and implications/conclusions

This paper discusses legal outcomes from both decisions. This investigation shows how the law impacts potential sponsorship strategy by identifying possible legal conflicts. In both cases, the national sponsorship is granted preference over the individual athlete sponsorship rights. The outcomes of this analysis advise sport sponsors in their strategic decisions to avoid unnecessary legal issues and costs.

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Testing The Effectiveness Of Anti-Doping Work — An Agent-Based Analysis

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Illicit drug use is still one of biggest issues the competitive sports world has to face. Barely a month passes without a popular doping case or a new doping scandal. In 1999, the World AntiDoping Agency (WADA) was founded to fight doping particularly in competitive sports. From this date on, WADA's annual budget has steadily increased up to a total of US$28.2 Million in 2016 (WADA, 2017). The official Anti-Doping Testing Figures show that the rate of positive Tests lingers at approximately 2% (WADA, 2015). But this seems to be considerably underestimating the true doping prevalence. A recent review revealed the difficulty of predicting the real extent of doping. Depending on the estimation method, the researchers found doping rates that range from 14 to 39% (de Hon, Kuipers, & van Bottenburg, 2015).

Because the real extend of doping behavior in competitive sport and the effectiveness of different anti-doping policies are incommensurable in reality due to social desirability and punishment, researchers develop various game theory models based on rational choice theory (for an overview see Westmattelmann, Goelden, Schewe, & Hokamp, 2014). These models operate with a low degree of complexity as otherwise they would not be analytically solvable. However, we are able to formalize theories on complex social processes like doping behavior patterns in sports by making use of agent-based modeling. Thus, an essential advantage of an agent-based approach compared to game theory models is that the former can model a high degree of complexity. Therefore, the aim of this research project is to evaluate the effectiveness of different antidoping strategies by using agent-based modeling to provide concrete recommendations for antidoping organizations.

Our multi-period agent-based model on doping is based on three interacting 'objectives', namely competitive athletes, an anti-doping laboratory and an anti-doping agency. The agency announces anti-doping rules and imposes fines and bans. The anti-doping laboratory executes doping controls under a system whereby control frequency and efficiency are imperfect so that not every doped and tested athlete is detected as a doper. In each time period athletes compete for income in a rank-order tournament. We assume that usage of doping increases an athlete's chance of success in the rank-order tournaments. In particular, we consider four agent types: (a) rational, (b) suggestible, (c) compliant and (d) erratic. Rational sportspersons may use doping substances with respect to an expected utility-maximizing approach. A suggestible athlete takes the doping behavior present in his social network into account. A compliant agent accepts and follows the rules of the anti-doping agency. An erratic player wants to act rulecompliantly but may commit doping unintentionally.

Performing the agent-based simulation combined with a sensitivity analysis, we test how different anti-doping measures influence athletes' doping behavior. The main results of the sensitivity analysis show that an increased doping test efficiency is the most powerful action followed by an increased frequency of anti-doping tests and higher fines. These findings show that on the one hand that there is a strong need for investments in diagnostics and extension of anti-doping controls. On the other hand, WADA seems to face a huge funding gap to implement powerful anti-doping work. The demand for more funding is particularly relevant when compared to the size of the industry, an annual budget of US$28.2 Million is an infinitesimally small number compared to the tens of billions US$ that are invested in competitive sports every year. Even though our simulation model provides realistic prevalence rates of doping that go in line with the results of de Hon, Kuipers, and van Bottenburg (2015), the model can not nessarily be seen as a simulation of the real and complex extent of doping. Our focus rather lies on analyzing changes in athlete's doping behavior as a result of different anti-doping policies, since this relation is not measurable in the real world. In addition, we specifically consider that the anti-doping organizations are willing to fight doping in all conscience and do not try to hide doping cases. Therefore, the introduction of customers as a fourth objective could be a feasible model extension. Buechel, Emrich and Pohlkamp (2016) show that customers may have an important impact on doping in professional sports and that transparency about doping test is necessary but not sufficient to overcome the doping issue. In the future, our model can be used to test the influence of prize-money distribution, whistleblowing or back-controlling on the doping behavior to generate further policy recommendations for the fight against doping.

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Public Health And Physical Activity Management

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A Model Examining The Correlates And Impacts Of Sport Center In Taiwan — An Example Of The North-Changhua Sport Center

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The aim of this study is to develop a model to investigate the influencing factors which impact the operation of the sports center so that the model can be a reference guide for the planning and operation of the sports center in Taiwan. The sports centers are a brave attempt of Taiwan's government to encourage sports lifestyle and hopefully to further improve residents' overall health. Now it is the time to examine the effectiveness of sports centers. Therefore, this study attempts to develop a model to investigate the effectiveness of sports centers in Taiwan, using the North-Changhua Sport Center in the middle of Taiwan as an example.

This study adopted a mixed research method including qualitative and quantitative research design. In the stage of qualitative research, interviews were conducted. Using a purposive sampling, interviewees included the chief executive of the sports center, the coach, managers of the sports centers, directors of community associations in the neighborhood around the public sports center, residents, customers, and the director of a swimming pool near the sports center. Content analyses of the interview transcripts were conducted to help provide support of empirical evidence to develop the model along with literature review. The model includes six variables in total: three factors (three variables) that influence the operation of the sports center (one variable), and includes two impact factors (two variables) derived from the sport center's operation. A pilot survey was then conducted to help revise the items of the six variables and helped develop the formal questionnaire with the six scales (variables).

The first scale is the sports resources and exercise facility in the communities with three items which indicate whether respondents thought the sport resources and exercise facility in the communities were insufficient before the North-Changhua Sports Center was built (Cronbach Alpha 0.928). The second scale is the potential demands for the six required facilities of the sport center with six items which indicate whether respondents have potential demands for the six facilities (swimming pool, dancing classroom, table tennis facility, weight training facility, badminton court, and basketball court; Cronbach Alpha 0.888). The third scale is societal sport attitudes towards paying for doing exercise with three items which indicate whether respondents agree that people would be likely to pay for doing exercise (Cronbach Alpha 0.910). The fourth scale is the operation of the sports center with six items which indicate respondents' perceived value and quality of the sports center's programs and service (Cronbach Alpha 0.901). The fifth scale is the economic, environmental and cultural impacts of the sports center on the surrounding neighbor communities with six items (Cronbach Alpha 0.929). The sixth scale is the improvement of residents' sport lifestyle with five items (Cronbach Alpha 0.938).

Questionnaires were distributed to 120 residents of the communities and 120 customers of the sports center. The sample showed that 125 people were males whereas 115 were females.

Structure equation modeling is used to analyze the data. Based on modification indices, some items were dropped out and the model fit indices were chi-square per degree of freedom 2.07, NFI 0.92, RFI 0.90, IFI 0.95, TLI 0.95, CFI 0.95 and RMSEA 0.067 when the items for the six scales were between 3 and 4. The path coefficient between the factor one (perceived insufficiency of sports resources and exercise facility in the communities prior to the establishment of the sports center) and the operation of the sports center was not significant, indicating that respondents may not think the sports center was required but the sports center did improve the living quality. In other words, the sports center is like an attractiveness factor. Other path coefficients were significant. Perhaps, the factor one should influence the potential demands for the facilities of the sports center first.

In conclusion, using a constructed model, this study confirmed that the operation of the public sports center was indirectly influenced by perceived insufficiency of sports resources and exercise facility of the

community prior to the establishment of the sport center, and directly influenced by the potential demands for the required facilities of the sport center and societal sport attitudes toward paying to do exercise. This model also validated the hypotheses that the operation of the sports center can improve residents' sport lifestyle, and bring with positive impacts of the sports center on the surrounding neighbor communities in terms of living quality.

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Measuring Sport Participation Among The Poor

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Aim of the research

Sport has become a popular public policy tool for social interventions among particular at risk populations, including individuals living in poverty. The use of sport to achieve non-sport objectives is evident in sport policy documents in Flanders — the Northern, Dutch-speaking region of Belgium — that represents the context for this research. It is not the purpose to refute the underlying reasoning of this policy approach, as it is well documented that sport participation presents valuable personal and social benefits for individuals and society as a whole (e.g., Holt, Kinsgley, Tink, & Scherer, 2011). The purpose of this research is to examine the sport participation behaviour among individuals living in poverty by using data from the Participation Survey 2014 (hereafter referred to as PaS 2014). The following research question has guided this research: how do different measures of poverty influence our understanding of sport participation among individuals living in poverty?

Literature review

The European Union Statistics on Income and Living Conditions — an instrument that is used to develop public policy in Belgium — investigates the risk of poverty based on income, material deprivation, and employment. Research shows that sport participation in Flanders is socially stratified, as family income and socio-economic status according to the parents' education level influence sport participation (Theeboom, Nols, Derom, De Bosscher, De Martelaer, Willem, & Scheerder, 2015; Vandermeerschen, Vos, & Scheerder, 2015). Individuals with lower income or lower educational attainment are not only less active in sport when compared to their counterparts, they also participate in a different manner — more recreationally, in an individual context, and in the outdoors (Theeboom et al., 2015). One study investigated income poverty and educational attainment as important determinants of club-organized sport participation among children and adolescents in Flanders (Vandermeerschen et al., 2015), whereas another study examined the sport participation profile of individuals who occupy a more vulnerable position in society by using subjective poverty or educational attainment as important determinants (Theeboom et al., 2015). Previous research in Flanders has used only one dimension of poverty (income poverty or subjective poverty, independent from one another) to examine the sport participation behaviour of individuals living in poverty. This is problematic as poverty is known to be a multidimensional construct that considers more aspects than income alone (Aue, Roosen, & Jensen, 2016).

Methodology, research design, and data analysis

The Flemish government administered the PaS 2014 among a sample of adults between the ages of 15 and 85. Data were collected via interviews with individuals (N = 3.949) representative of the Flemish population in terms of gender, age, and educational attainment. Individuals were selected using postal codes and government register numbers. Measures related to income poverty and subjective poverty were included in the survey. Based upon these measures, samples of individuals living in poverty were compared using chi-square tests. Firstly, using the merit approach, the individuals at risk of income poverty (the income poor) were compared with the non-poor and the individuals who identified themselves as subjective poor were compared with the non-poor. Secondly, using the cumulative approach, individuals who are poor on two dimensions (income poor and subjective poor) were compared with the non-poor (Bradshaw & Finch, 2003). Comparison covers socio-demographic, socio-economic, and sport participation characteristics.

Results, discussion, and implications/conclusions

The data from the PaS 2014 on sport participation of individuals living in poverty highlight issues of reliability and validity when measuring poverty. The findings show that income poverty and subjective poverty, two measures of poverty, produce statistically different samples in terms of various characteristics. As an example, those who are classified as income poor are more often older when compared to the subjective poor. As such, it is not safe to rely solely on one measure of poverty as different measures produce different samples (Bradshaw & Finch, 2003). Although the participants of the PaS 2014 are representative of the Flemish population in terms of gender, age, and educational attainment, the findings emphasize that this is not the case in terms of poverty. Only three percent of the PaS 2014 sample can be classified as poor on both dimensions of poverty. Significant findings between the poor and the non-poor were reported, but the small size of the remaining sample makes it difficult to interpret these differences. Although the

purpose of the PaS 2014 was to measure barriers to non-participation and although it is known that people living in poverty are overrepresented as non-participants, the survey failed to reach and include these non-participants in the sample.

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Sport, Diet And Medicine: An Exploration Of The Portfolio Nature Of A Healthy Lifestyle

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Aim of the research

This study addresses the research question 'How does sport and physical activity relate to healthy eating and the consumption of medicine?' Answering this question will have implications for framing a lifestyle approach to sport and physical activity policy and management.

Theoretical background and literature review

Growing concern about the proliferation of non-communicable diseases (NCDs) has led to a target of reducing them within new global Sustainable Development Goals (SDGs; World Health Organization, 2016). Several factors such as sport and physical inactivity, unhealthy diet, as well as tobacco use and drinking alcohol have been identified as relevant risk lifestyles associated with NCDs. In addition, research also shows that whilst physicians usually only focus on drug prescription, evidence exists that physical activity and prescription of medicines have similar effects in the prevention of many NCDs (Naci & Ioannidis, 2015). It is clear, therefore, that policy makers recognise that there is a variety of potential inputs to health. Understanding how individuals actually combine these inputs to their health is less clear. Knowledge of their choices can, thus, help to inform health policy and sport activity management and promotion. Based on the seminal theory of health production of Grossman (1972), and employed elsewhere in the analysis of sports participation (Downward, Dawson & Mills, 2016), this study analyses an individual's physical activity, healthy food intake and consumption of medicines, whilst controlling for their smoking, drinking and long-term illnesses for the first time.

Methodology, research design, and data analysis

The research draws upon a sample of 16,236 individuals from the 2014 European health survey in Spain (INE, 2015). As it is theorised that the different health related behaviours are closely related choices, the behaviour is estimated by three-stage least squares (3SLS), an instrumental variable estimator, as a system of structural equations in which each behaviour can directly and causally influence the other.

Results, discussion, and implications

The results show that the chosen instruments are valid and that total physical activity and fruit and vegetables intake are complementary inputs to health. The results also suggest substitutability between taking medicines and healthy eating. Somewhat worryingly the results also suggest that participation in PA also increases the consumption of medicines and vice versa. This could suggest that some drugs such as vitamins are used to support PA

regimes. To the extent that the medicines include remedies for ailments it could also be the case that too much physical activity is being undertaken, which encourages medicine consumption. If this is the case, then it shows that healthier eating and more moderate physical activity could be an appropriate alternative. Further refinement of the analysis is however, clearly required by distinguishing types of drugs to clarify this initial result. However, the initial results show that policy that cross-cuts a range of health production inputs is essential to be effective and that the promotion and management of sport and physical activity needs to account for the relationship that it has to diet and medicine use.

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Understanding Social Inequality (Ethnicity And Sexuality) In Sports Policy And Research And Contributing To Social Justice

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Aim of the research

In this research paper I critically reflect on developments in Dutch governmental sport policy and research directed at social inclusion of specific social status groups, with the aim to enhance research, policy and practice directed at increasing social justice.

Theoretical background

A critical, constructivist perspective is used to discuss how mechanisms of marginalization and social exclusion may not only operate within the practice of sport, but also in sport policy and research. In my analyses on 'policy-as-discourse' I draw on theoretical notions like Fraser's (2001) 'participatory parity' and 'redistribution and recognition' in relation to social justice regarding gender, sexuality and ethnicity. Like the practice of sport, policy and research on sport in society are also influenced by the social and political context, organizational and institutional powers and ideology.

Methodology

The focus is on developments in governmental sport policy and research in the Netherlands regarding ethnic and sexual minority groups in the last two decades. The adoption of, shifts within and (potential) disappearance of ethnicity and sexuality as relevant sport policy issues with respect to measuring sport participation and stimulating social inclusion are qualitatively explored using critical discourse analysis of relevant texts, actors/network structures, social interactions and the sociopolitical context. Main data are policy and research documents on/including sport & ethnicity and sport & sexuality and the lived experiences as research actor within this context (e.g. research assignments, expert meetings, email contacts).

Results, discussion, and implications/conclusions

The results show how knowledge on sport participation and social in/exclusionary mechanisms may not only influence (social justice) policy and practice, but also how the (development of) body of knowledge on 'sport-for-all' is influenced by political policy and power regimes. For example, due to changes in political powers, ethnicity was kind of erased from the agenda of sport policy and research in the Netherlands, whereas LGBT issues became re-programmed, before having been marginalized again in recent years. Overall quantitative figures became more important in the accountability of sport policy issues, but the availability, relevance and interpretation of data relating to sport participation (distribution) and exclusionary mechanisms (recognition) are influenced by hegemonic political discourses (e.g., regarding the adoption and integration of migrants) and organizational and institutional powers and ideologies (e.g., regarding specific research institutes and data).

Although the availability of comparative data on sport participation with respect to ethnicity and sexuality has increased, as well as the body of knowledge on specific mechanisms of social in/exclusion, these do not always seem to match well. For example, the inclusion of 'sexual preference' as social demographic characteristic in large data bases does not automatically enhance deeper understanding of mechanisms of social in/exclusion in sport, especially when gender is not regarded as an important intersectional status position. I therefore plea for a more constructivist approach among — often more positivistic oriented — sport participation researchers and for more openness for quantitative data among social-critical sport researchers, to contribute to social change and enhance social justice.

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Comparing Sport Diversity Attitudes Between USA And Taiwan College Students

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Previous research defined diversity in sports as equal opportunities to access resources of sport participation for people with various cultural, linguistic, or ethnic backgrounds (Taylor & Toohey, 1999). However, this current study defined sport diversity as diverse level of various resources and activities in different sport types for people to participate. Sport diversity attitudes, therefore, imply awareness, perceived importance and rich opportunities of a diverse level of sport types for people to play and watch (Gau, Kim, Bae, Cheng, & Lee, 2014; Lin & Gau, 2016). That is, concerned is not only sport participation in terms of frequency, time, and strength, but also richness in diverse sport types. For individuals, due to the constraints of time and energy, the number or the range of sport types for them to participate may be limited. However, for a society, if more diverse of sport types is available, it is more likely that people can have more choices and enhance higher opportunities to pick up their favorite sports.

The research method adopted a survey both in Unites States and in Taiwan. Among 5 colleges in Taiwan, 145 college students were recruited with 75 males and 70 females. Among 9 colleges, 142 college students were recruited with 90 males and 51 females (one with missing gender information) to answer the questionnaires. The questionnaire included scales measuring perceived status of sport diversity on respondents' campus, sport diversity attitudes and a level of satisfaction with the sport diversity.

Descriptive analysis showed that college students in United States did workouts more frequently and had longer duration in average than those in Taiwan. Also, college students in United States watched sports more frequently than those in Taiwan.

As for the comparison of perceived status of sport diversity, college students in United States feel more exposed to various types of sport types on campus and perceived higher variety of opportunities to see sports events take place in college than those in Taiwan. However, Taiwanese college students personally feel participating more in a variety of exercise classes in college, feel learning more in a variety of exercise routines in college, and learn more about sports through watching various sports events in college than those in United States, probably because physical education is requisite courses in all colleges in Taiwan.

For the attitudes toward sport participation diversity, college students in United States and Taiwan were similar. However, college students in United States emphasize more importance on the school offering a variety of sports viewing experience than those in Taiwan. Finally, college students in United States were more satisfied that their schools provide a wealth of sports facilities and equipment and that their schools offer a variety of sports watching experiences.

Currently, GDP (gross domestic product) per capita in United States is more than twice of that in Taiwan. In other words, United States is a wealthier country than Taiwan. United States are more capable to afford sports facilities and equipment than Taiwan. Although college students in both countries perceived similar importance in sport participation diversity, college students in United States are more exposed to diverse types of sports and feel more satisfied than those in Taiwan.

On the other hand, traditionally and culturally, college sports in United States are much more popular than those in Taiwan and encourage the market of spectator sports. NCAA (National Collegiate Athletic Association) and four professional sports (baseball, basketball, hockey, and football) occupy part of daily lives of residents in United States. By contrast, Taiwan has only one professional sport (baseball) and most people in Taiwan not very often put spectator sports as one of options in their leisure activities.

Interestingly, sports clubs, the intramurals, and courses in the fitness centers in United States are rich, diverse and welcome, but few colleges in United States require physical education courses. In Taiwan, although very few colleges in Taiwan had multiple functional fitness centers, compulsory sport courses and electives are offered. So, college students reported personally they participated in different sports in College. Probably due to the scarcity of fitness centers, Taiwan government began to build up community fitness centers since 2003. But the fitness centers are limited to some core sports considered most frequently participated in Taiwan such as swimming pool, badminton court, table tennis room, basketball court, weight training room, and dancing classroom. This study contributed to provide useful descriptive information about sport diversity for sport managers', policy makers' and educators' reference.

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A Study On The Relationship Among Corporate Executives' Sport Participation, Subjective Well-Being And Job Performance

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Aim of the research/project

The purpose of the study was to investigate the relationship among corporate executives' sport participation, subjective well-being and job performance. More specifically, this study was to examine if sport participation positively predicts corporate executives' subjective well-being and job performance.

Theoretical background or literature review

Corporate executives play a critical role for organizational performance. Due to the increasing competition in the market, corporate executives have been stressed to achieve organizational financial goals. Excessive job stress may result in worse job performance (Khuong & Yen, 2016). Additionally, job stress was found to be negatively related well-being (Bell, Rajendran, & Theiler, 2012). Therefore, it is imperative for corporations to seriously investigate the perceived job stress among corporate executives. Sport participation, a strategy to alleviate job stress and to improve subjective well-being, has been proposed to be incorporated into business organizations since 1980s (Pichot, Pierre, & Burlot, 2009). For business organizations, sport participation can bring various benefits such as increasing employee's productivity, encouraging knowledge sharing among employees, and strengthening sense of belonging to organization (Pichot et al.). A study conducted in the European context pointed out that more sport participation leads to greater life happiness and subjective well-being (Pawlowski, Downward, & Rasciute, 2011; Ruseski, Humphreys, Hallman, Wicker, & Breuer, 2014). Similar results were found in Korean and Chinese scenarios (Ku, McKenna, & Fox, 2007; Lee & Park, 2010). Furthermore, participation in sport and leisure activities is positively correlated with job performance (Calvo, Gallo, Majano, & Hernandez, 2011; Pronk, Martinson, Kessler, Beck, Simon, &Wang, 2004; Yang & Hung, 2012; Yeh & Chao, 2011). However, participants in previous research were employees rather than corporate executives. Corporate executives are influential in making decisions in business organizations including incorporation of sport participation programs into corporations. Corporate executives may be more willing to promote sport participation within corporations if they personally involve in sport participation programs and experience better subjective well-being. As such, this study aims at exploring the relationship among sport participation, job stress and subjective well-being for corporate executives.

Methodology, research design, and data analysis

The cross-sectional survey was administered among students enrolled in the program of Executive Master of Business Administration (EMBA), who are currently corporate executives of public companies in Taiwan. One hundred and seventy-eight participants were recruited using convenience sampling. The measure proposed by Fox (1987) was used to gauge sport participation; subjective well-being scale was adopted from the work of Ruseski et al. (2014); job performance scale was adopted from the work of Pronk et al. (2004) and Yang and Hung (2012). Content validity and Cronbach Alpha were conducted to examine the validity and reliability of the measurement scales utilized in this study. Research assistants were present at the classroom where the data collection of questionnaires took place in order to fully explain the purpose of the study and clarify the issues raised by participants if any. Participants returned the questionnaires to the research assistants upon the completion of the survey. Descriptive statistics and linear regression analysis were performed for data analysis using SPSS 18.0 with the significance level of .05.

Results, discussion, and implications/conclusions

Results revealed that sport participation positively predicts subjective well-being (β=.20, t=2.68), echoing previous work (Calvo et al., 2011; Pronk et al., 2004; Yang & Hung, 2012). In addition, sport participation positively predicts job performance (β=.265, t=3.63), consistent with past literature (Lee & Park, 2010; Pawlowski et al., 2011; Ruseski et al., 2014). The findings from this study implied that sport participation can be a strategic means to improve job performance and subjective well-being among business corporations. One noteworthy thing is that this study is currently continuing data collection on the same cohort so that the longitudinal effects can be explored. However, only cross-sectional results are available now.

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Sport For All In Brazil: The Evolution Of Discourse And Its Impact On Social Inclusion

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Aim of the research

The primary aim of the paper is to examine how the discourses associated with the Sport For All (SFA) efforts evolved in Brazil since the 1970s to present days and analyze their impact on social inclusion of Brazilians with impairments. Although there is a lack of consensus as to what constitutes social inclusion, I draw on Cobigo et al.'s (2012) understanding of it as "the result of complex interactions between personal and environmental factors which increases an individual's opportunities to contribute to society" (p. 81).

The analysis will focus on four historical milestones in the development of SFA movement in Brazil: first, it will examine the launch of the SFA program in Brazil under the military dictatorship, with intent to democratize physical activities and sports (Teixeira, 2009). Subsequently, the paper will examine the adoption of the 1988 Constitution that framed access to sport as a social right and an obligation of the State to guarantee it. The Constitution brought institutional legitimization to what was before a non-institutionalized manifestation of the population's cultural diversity (Valente, 1996).

Third, the paper will focus on the 2006 UN Convention on the Rights of Persons with Disabilities that highlighted the transformative power of sport to help people with impairments realize their full potential and ensure their access to sport and recreational venues. Brazil ratified the Convention in 2009, which prompted many state- and municipal-level governments launch sports and recreational efforts targeting people with impairments under the SFA umbrella.

Finally, the paper will analyze Rio 2016 Candidature File along with available reports, with a specific focus on the Paralympics and sports participation legacy for the population with impairments. This section will evaluate how the efforts related to planning and delivering sports participation legacy contributed to increased opportunities for people with impairments to participate in sports in their communities and interact with others.

Literature review

Several Brazilian authors (Pazin, 2015; Teixeira, 2009; Valente, 1996) published historical analyses of the SFA Movement in Brazil. Motivated by international developments, the military dictatorship launched SFA in Brazil to involve the population in physical activities as part of the mechanism of social control. Pazin (2015) argued that from 1974 onwards, public policies for Physical Education and sports, especially the SFA campaign, were built on the assumption that Brazilians were in poor physical condition and thus had to adhere to new behaviors and a new ethos of happiness and optimism. The idea of a solidary Brazilian nation united around common goals ran through the entire SFA campaign that was used as a community mobilization strategy around sports (Menezes & Marcelino, 2011).

Teixeira (2009) has argued that the main objective of the SFA initiative, as envisioned by the military regime, was population surveillance through efforts to penetrate communities and promote a spirit of solidarity, family participation, social harmony and nationalism. The military government tried to instill a belief in the popular imagination that a collective practice of physical activities would bring benefits to the lives of individuals and provide a successful sporting performance to the nation in the international arena. However, the regime made no significant investments in Brazil's competitive standing internationally, instead relying on the discourse of massive participation bringing good results.

Methodology

In this paper, I employ critical discourse analysis (CDA), as it draws attention to power imbalances, non-democratic practices and social and political inequalities within the specific context of Brazil. Fairclough (2003) suggested CDA must be considered a form of analytical social research, which asks questions to gain a better understanding of both beneficial and detrimental effects that societies can produce to affect the lives of human beings as well as how such harmful effects as may be produced can be mitigated or eliminated. More specifically, I will analyze the official documents of Rio 2016 Organizing Committee (Candidature Files and Interim report), as well as special reports prepared by other groups.

Discussion and implications/conclusions

The published works analyzed distinct historical periods when the SFA developed in Brazil, but there has been no research that traced how the underlying discourse evolved across past decades and how it impacted social inclusion in the Brazilian society. The paper will conclude by examining the overall impact of the SFA policies on social inclusion in Brazil, with a particular focus on people with impairments. Access to sports practice and facilities was considered as one of the legacies of the Rio 2016 Paralympics, and the paper will analyze this claim from the perspective of the SFA programs.

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Communal Sport Policy In Switzerland And Their Relevance For Sports And Physical Activity Of Young People

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Aim of the research

Based on the variety of social functions, promoting sport and physical activity is a purpose of sport policy common to national and local governments (e.g. Rütten et al., 2014). In Switzerland, especially local municipalities promote sport and physical activity, for example, by maintaining local sport facilities. However, little is known about to what extent communal sport policy can influence sport and physical activity of young inhabitants.

Theoretical background and literature review

Sport and physical activity is influenced by many multilevel factors. Based on the theory of social action (Coleman, 1990), it is assumed that individual behaviour is not only determined by individual but also by structural and socio-cultural factors in which a person is socially embedded. In recent years, the socio-cultural and environmental factors of physical and sport activity have received increased attention, especially, in the health-promotion field (e.g. Rütten et al., 2014). However, the majority of these approaches have not specified the socio-cultural circumstances and sport-related conditions of the municipal context (e.g. sport policy). There is a "scientific lag in developing policy and environmental approaches to physical activity" (Rütten et al., 2001, p. 139).

Methodology, research design and data analysis

In 34 selected municipalities, multilevel data was gathered analysing possible influences of structural factors on sports behaviour. Using an online survey, 15 to 30 year old inhabitants (N = 4039, age: M = 21.48) were questioned about their physical activities, and their perception of sport-related structural characteristics in their commune (e.g. evaluation of the availability of facilities, their satisfaction with the local sports policy and the local sport facilities). To collect information about communes' sport facilities and municipal promotion of sport, representatives of the municipal administration were interviewed. The results of the online survey were examined with a logistical multilevel analysis (sportive active or inactive as dependent variable) as well as a multilevel analysis with Poisson distribution (hours of sports and physical activity as dependent variable). To differentiate the status of communal sport policies, an unweighted summation index was calculated with the variables importance of the local sports policy, sports policy space, number of sports policy concepts, cooperation with local sports providers and organization of sports events.

Results, discussion and conclusions

First results show that the representatives of the municipal administration in communes with high physical-activity rates reported a higher status of the local sport policy (n = 15, M = 3.53, SD = .74) when compared to the representatives in communes with lower rates (n = 19, M = 2.89, SD = .88). This finding was confirmed by the results of the online survey because young inhabitants in communes with high physical-activity rates evaluated the local sport policy better (n = 1896, M = 3.7, SD = 1.09) than the communes with low rates (n = 1078, M = 3.36, SD = 1.15). Furthermore, logistical multilevel analyses reveal that an active communal sport policy fosters sport and physical activity of young inhabitants (β = .05, OR = 1.06). In addition, the sport and physical activity of young inhabitants depends on the existence of commercial sport providers in the municipality (proportion of sport clubs: β = -.99, OR = .37). Thus, in opposition to recent sport policy, it is not only the maintenance of classical sport clubs that drives the sport and physical activity in young inhabitants but the integration of commercial sport providers should be considered as well.

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Exercising Participation: Exploring The Role Of Constraints On Activity Involvement And Loyalty

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Aim of the research

Numerous researches have reported that the majority of individuals in western societies are knowledgeable about the various physiological, psychological and social benefits obtained through exercising and have higher eagerness to exercise. Nonetheless, perceived constraints to leisure-based exercising have largely been ignored, with more than half of individuals worldwide to be incapable to negotiate these constraints and develop the recommended exercising involvement (Alexandris, Kouthouris, Funk, & Chatzigianni, 2008). This confidence or trust in an individual's capacity to overwhelm any constraints is characterized as negotiation-efficacy (Ridinger, Funk, Jordan, & Kaplanidou, 2012). A comparatively new concept, negotiation-efficacy would obviously be a decisive factor associated with participation, involvement and loyalty in a plurality of leisure exercising activities. The aim of this study is to broaden our knowledge concerning the effect of anticipated constraints on exercising involvement and loyalty, as well as the relationship among them.

Theoretical background

The notion of negotiation-efficacy emanates from previous studies on leisure constraints. According to earlier researches, a leisure constraint can be defined as any impediment which hinders taking part in leisure activities. Constraints affect not only participation versus non-participation, but have also a direct impact on other behavioral aspects, such as exercising involvement and loyalty. Furthermore, as supported by previous researches, loyalty also represents one of the main outcomes of leisure involvement (Iwasaki and Havitz, 2004). These impacts are regulated by individuals' constraint negotiation capability and their willingness to overwhelm any constraints. The negotiation-efficacy procedure moved the point of interest beyond mere recognition of factors hindering participation in exercising activities, towards an understanding and synthesis of behavioral models in which constraint factors serve as individual and societal antecedents of exercising involvement and loyalty (Iwasaki and Havitz, 2004). This implies that constraints faced by individuals obstruct them from developing involvement and loyalty to exercising activities.

Methodology, research design and data analysis

The aim of this study was to examine the impact of constraints on exercising involvement and exercising loyalty. An online quantitative questionnaire based on previous studies (Alexandris et al., 2008) was developed to collect the empirical data from the exercising participants. A total of 1,230 questionnaires were successfully completed and analyzed by means of SPSS.

Results, discussion and implications/conclusions

The majority of the respondents (63.4%) were male, with mean age 37.8 years (SD = 10.25) and currently employed (79.4%). They trained 3.5 times per week (M = 3.46, SD = 1.6) and their first participation in a running event occurred at the age of 32 (M = 32.21, SD =10.66).

The exploratory factor analysis of the constraints' scale revealed the seven factors explaining 77.67% of the variance after eliminating two items due to cross-loading (KMO = 0.92, Barlett's test $p < 0.001$). Following previous studies (Alexandris et al., 2008; Alexandris, Tsorbatzoudis, & Grouios, 2002), these factors were labeled as "psychological", "lack of time", "lack of knowledge", "facilities/services", "accessibility/finance", "lack of partners" and "lack of interest". Constraint factors as well as loyalty and the three facets of involvement (attraction, centrality and self-expression) were tested for their reliability, with Cronbach's alpha scores to vary from $a = 0.79$ to $a = 0.91$. Descriptive statistics showed centrality and attraction to have the highest mean scores; 3.79 and 3.27 respectively, while the lack of time (M = 2.9) and lack of facilities/services (M = 2.4) were the most important constraints.

Regression analysis revealed a significant effect of involvement dimensions on loyalty, predicting 44.6% of its variance ($F = 331.2$, $p < 0.001$). Moreover, the bivariate analysis showed a significant correlation between loyalty and two constraints; "psychological" and "lack of interest" ($p < 0.001$). Finally, a significant correlation was noticed between centrality and all constraints ($p < 0.001$) as well as among the rest involvement facets (attraction and self-expression) and most of the constraint dimensions.

The above results support the fact that all the facets of involvement explain almost half of the variance in the participant's loyalty, being in line with previous research (Koronios, Psiloutsikou, & Kriemadis, 2016). In turn, involvement dimensions are influenced negatively by the constraints that runners face. Therefore, several strategies could be developed by event and resort managers based on these dimensions and recognize individuals' constraints in order to enhance their involvement and loyalty.

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Psychological Flexibility At Work And Organizational Citizenship Behavior In Sport And Fitness Center: The Moderating Role Of Job Autonomy

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Aim of the research/project

Purposes of this study aimed: (1) to investigate the relationship between psychological flexibility and organizational citizenship behaviors; (2) to identify the potential moderating role of job autonomy.

Theoretical background or literature review

In sport and fitness center, employees are the service providers who often expected to perform extra-role behaviors to fulfill the customers' needs. Prior works have indicated that employees' organizational citizenship behavior has a major influence on customer perceptions of satisfaction and commitment (Husin, Chelladurai, & Musa, 2012); however, the antecedents and boundary of organizational citizenship behavior in the sports service industry such as sport and fitness center have been rarely investigated. Identifying the antecedents and boundary of organizational citizenship behavior in sport and fitness center is important because understanding why and when employees engage in organizational citizenship behaviors is beneficial for organizations. Based on positive psychology, we proposed that a potential dispositional antecedent, psychological flexibility, might trigger employees' organizational citizenship behaviors in the sport and fitness center. We argued that psychological flexibility would help employees to increase organizational citizenship behavior because acceptance and committed actions lead employees to exhibit goal-driven behaviors (Bond, Hayes, & Barnes-Holmes, 2006). Furthermore, according to the trait activation perspective (Tett & Burnett, 2003; Tett & Guterman, 2000), we suggest that job autonomy allows employees to pursue goals without worry, which fits with the nature of psychological flexibility. As such, employees are more likely to demonstrate corresponding behaviors, such as organizational citizenship behaviors. Thus, high job autonomy will activate psychologically flexible employees to exhibit organizational citizenship behavior.

Methodology, research design, and data analysis

We collected participants from 12 public fitness centers in Taipei, Taiwan. a total of 192 workers (96 male) provided complete data for this study. These workers included 159 full-time and 33 part-time employees. Their mean age was 31.96 years (SD = 11.32). Their average tenure in the sport center was 2.31 years (SD = 2.26). Because the timelagged design enables us to allay the common method variance, we collected psychological flexibility (independent variable), job autonomy (moderator), and organizational citizenship behaviors (dependent variable) at Time 1. Participants were asked to complete the measurements assessing organizational citizenship behaviors (dependent variable) again approximately one month later (Time 2). Moreover, pearson correlation and regression analysis were used to examine our hypothesis.

Results, discussion, and implications/conclusions

The results support our hypothesis that psychologically flexible has positively correlated with frontline service employees' organizational citizenship behavior. Specifically, when those psychologically flexible employees perceive higher job autonomy at work, they tend to exhibit more organizational citizenship behavior over time. Our study makes several contributions. First, we extend the scope of psychological flexibility at work into the sport and fitness center, which is a type of sports service industry to understand how it relates to employees' organizational citizenship behaviors.

Second, drawing on trait activation theory, our study further identifies a new theoretic boundary, job autonomy, that enhances our knowledge about when the effect of psychological flexibility would be strengthened. Third, the current study also contributes to the literature on organizational citizenship behavior because we identify when and why it will develop over time. Practically, a human resource manager can try to recruit individuals with psychological flexibility through the psychological flexibility measurement or build individual's psychological flexibility to benefit the organization by bringing higher effectiveness. Moreover, service managers could create suitable job environments to activate employees' tendencies to exhinit more organizational citizenship behaviors.

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Female Physical Activity And Sport Participation

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Aim

Females are more likely to participate in non-organised or informal sport as compared to traditional club-based sport. To address this trend, the Victorian Health Promotion Foundation (VicHealth) in Australia is supporting six State Sporting Associations (SSAs) to design and deliver more flexible sport opportunities to engage inactive and somewhat active females in sporting activities. La Trobe University has partnered with VicHealth and the six SSAs on a two-year project, "Changing the Game", with the aim of developing a better understanding of the ways in which sport programs can be designed and delivered, in order to overcome barriers specific to females and establish how to best engage this segment of the population.

Background

Previous research into physical activity and sport participation has found that females experience greater barriers to activity than males and that these barriers need to be understood and addressed when developing physical activity interventions (c.f. Bauman, Reis, Sallis, Wells, Loos & Martin, 2012). Hanlon, Morris and Nabbs (2010) examined the factors that attract women to and then retain them within physical activity programs. A total of 60 women participated in focus groups from eight existing sport programs. The findings indicated that many of the factors influencing female engagement were similar to those reported in other studies not specifically related to women, but that the women emphasised some unique factors, such as having personal time and activities that were not demanding in terms of cost or equipment; inhibiting factors were often external, such as illness, work commitments and child care duties. The current study expands on this literature by considering the process of designing a specific sport program targeted at inactive or somewhat active females; the effectiveness of these programs at engaging this target market; and the design principles that should be used to underpin further program development.

Research design

A mixed method approach was taken to collect data from multiple stakeholders (numbers in parentheses below are data collected to date):

- Surveys of female participants pre and post program (N = 2,575);
- Semi-structured interviews (N = 61): Inactive female program participants;
- Semi-structured interviews (N = 18): SSA program designers and managers;
- Semi-structured interviews (N = 16): SSA program deliverers;
- Semi-structured interviews (N = 11): Third-party deliverers.

Standard qualitative and quantitative analysis procedures were conducted.

Results and implications

The six sports followed various paths to designing and delivering their female-targeted programs, and preliminary results indicate that across these programs, some were more successful at attracting and retaining inactive and somewhat females than others. Participant surveys and interviews further revealed that specific program elements and design features were more effective at overcoming their barriers and engaging the inactive and somewhat active. Based on these findings, eight design principles have been developed that should be considered when designing a sport based physical activity intervention targeted at less active females:

1. Employ strategic program development, through which activities are designed, refined and piloted, with feedback loops that include program deliverers, participants and the target market (inactive and somewhat active females);
2. Partner with stakeholders to increase available resources and program reach, such as local government (or area) marketing;
3. Consider injury prevention in program design because of the higher risk in this cohort;
4. Facilitate innovative program design to overcome common barriers to physical activity, such as cost, time constraints, family commitments and low perceived self-efficacy;
5. Align programs to common motivations, such as having fun, being social and getting fit;

6. Vary exercises or activities so that participants can adjust to their skill, ability and fitness level in each session (as opposed to ceasing the activity or the program);
7. Design activities to improve the skill levels of participants, thereby increasing their perceived self-efficacy;
8. Develop pathways for participants to transition as their skills, physical activity and/or interest increase.

The findings from this study have directly informed further program development of the six sports and provided VicHealth with a knowledge base to further develop policy in this area. Longitudinal findings from this study to be collected in 2017 will determine how successful the funded programs have been at supporting sustainable physical activity and sport participation in inactive and somewhat active females.

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Better Health And Better Business: The Shared Value Of Hockey Fans In Training (Hockey FIT)

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Aim of the research

The various organizational benefits of corporate social responsibility (CSR) have been well documented (e.g., developing brand loyalty, brand differentiation, and reputation protection). While much of the research has focused on the business-related outcomes, there is a dearth of research on the social benefits of these initiatives. Porter and Kramer (2011) believe that the two do not have to be exclusive. They argue that organizations should move past the tradition of merely stating that they are engaging in CSR and should measure their *shared value*, defined as "enhancing the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates" (Porter & Kramer, 2011, p. 6). The aim of the current study is to examine the shared value associated with stakeholders involved in a CSR health initiative designed to combat obesity and chronic disease.

Literature review

In Canada, 62% of men are overweight or obese, which can lead to various chronic diseases (Statistics Canada, 2014). Consequently, over half of Canadian healthcare spending is for the treatment of chronic disease (Public Health Agency of Canada, 2011). Specifically, male sports fans are at a greater health risk as they tend to weigh more, eat higher fat foods, and have worse general health habits than non-sports fans (Sweeney & Quimby, 2012). This represents many Canadians as two-thirds identify as hockey fans (Environics, 2012). Thus, Hockey Fans in Training (Hockey FIT) was created as a CSR health initiative aimed at improving the health of overweight and obese male hockey fans. Two major junior hockey teams agreed to collaborate with local researchers, a fitness facility, and community sponsors to combat the trend of increasing obesity rates and chronic disease. Hockey FIT provided the opportunity for participating organizations to demonstrate their CSR, and to potentially reap the associated business-related benefits, while creating shared value by helping to address an important social need.

Methodology, research design, and data analysis

This study explored the shared value associated with Hockey FIT utilizing a mixed methods approach. Twenty fans from two hockey clubs (n = 40) participated in 12 weekly Hockey FIT sessions hosted in the local hockey club facilities. To determine the social benefits of Hockey FIT, objective health measurements (i.e., weight-loss, change in waist circumference, and physical activity levels) were measured at baseline, and follow-up assessments at 12 weeks and 12 months. To establish the business-related benefits of the program, one-on-one semi-structured interviews were conducted with stakeholders involved in Hockey FIT including fans (n = 28), executives from both Major Junior hockey organizations (n = 3), the fitness facility coordinator (n = 1), the research team responsible for program delivery (n = 5), and a representative from the program's sponsor (n = 1). The data will be analyzed using the Peterson, Pfitzer, Mazzuri, Wendel, and Hooson (2014) Social and Business Value Creation Pathway to establish how two levels of shared value (business and social) can be provided in different, but complementary ways. Specifically, themes that will be explored include the organization's perception of community involvement, motivation for engaging with the community, and expected/realized inputs and business returns.

Results, discussion, and implications/conclusions

The social benefits were evident from the positive improvements in health measurements. Following the completion of Hockey FIT (12 weeks), fans had, on average, reduced their weight by 4.4 kg, their waist circumference by 3.96 cm, and increased their physical activity by 3600 steps/day. At 12 months, the fans had maintained a partial weight-loss and reduction in waist circumference. The business-related benefits were determined from the qualitative findings. Overall, the program was received positively by the fans. For example, they acknowledged Hockey FIT as a means of protecting one team's image during high organizational staff turnover. The community sponsor believed Hockey FIT was an opportunity to promote their brand in conjunction with their local hockey organization. Furthermore, the hockey organizations were motivated to give back to their fans by engaging in CSR; however, their initial perception was that they lacked the available resources to do so. Interviews with the remaining stakeholders are presently being conducted and thematic analysis is in progress.

Shared value is inherent in many health technology companies; however, there has been limited research conducted within the sport industry. Understanding each stakeholder's perspective is essential to determine the initiative's success, organizational benefits, and resulting health outcomes. This research demonstrates the ability for organizations to create shared value by improving the health of their community while simultaneously receiving a competitive advantage.

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Socio-Economic Analysis Of Familial Influence On Sport Motor Performance Of Preschool Children

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Aim of the research/project

The development motor performance of children has been an important issue attracting public and scientific attention over the last decades. Many concerns about declining motor performance in the past few generations of youth are evident in the literature. This is sometimes interpreted as an indicator of a general decline in children's physical fitness, and therefore, of a health-protecting resource (e.g., Bryant, Duncan, & Birch, 2014). Besides the question of secular trends, potential structural variables influencing motor performance of children are of interest, as well. Mainstream explanations on differences in the motor performance of children generally refer to social disparities and resulting disadvantages of lower social status groups (Pampel, Krueger, & Denney, 2010). The socio-economic status (SES) of a family is seen as a key parameter and current findings reveal that children from families with higher SES exhibit a higher motor performance compared with those of lower SES (e.g., Klein, Fröhlich, Pieter, & Emrich, 2016). This study examines more thoroughly to what extent preschool children differ in terms of their motor performance depending on relevant family factors that are considered simultaneously: available parental resources and activity-related socialization efforts and their relationship.

Theoretical background or literature review

The study based on Bourdieu's theory (1986) of mutual transformation of economic, cultural and social capital. Thus, available family resources also determine investments in physical or sporting activities to promote children's health, fitness or motor skills. Extending the resource investment model, the (variable) transformation of available resources into activity-related socialization practices within the family seems also to be crucial for motor performance of children. This socialisation practices occurs through a combination of direct and indirect practices used by parents to influence a children's sporting and physical activity. Accordingly it should be noted that "status-specific habits" exist (Bourdieu, 1986) that includes socialization into predispositions to behave in particular ways among varied SES.

Methodology, research design, and data analysis

The data of this study are from the project 'Complex general school examinations' (KOMPASS) of children in the city of Chemnitz (in the state of Saxony, Germany). In a period from 2011 to 2013, all preschool children participated in a school entrance examination. This study comprises data of n = 2.484 preschool children (50.3% female; age: M = 6.6 years) tested for their motor performance in a period from 2011 to 2013. For analysing the motor performance of children, the German Motor Test (DMT; Bös et al., 2009) as a valid measurement with seven different tasks was used. Family resources, children's sport and physical activities, parental attitudes on sporting and physical activity were recorded through the parents' questionnaire. Statements on school and professional education, job position and household income were applied. Based on these indicators the socio-economic status was calculated as an index and categorized into three status groups (low, middle, high). Behind descriptive and bivariate statistics, influencing factors on motor performance of preschool children was analysed by estimating linear regression models (assumptions for linear regression models are met) both 'within' and 'between' the different SES groups.

Results, discussion, and implications/conclusions

Descriptive findings showed that families with higher SES show a higher degrees of psychical activity and participation in sports that explains the better motor performance of preschool children of the higher SES group ($F = 30.56$; $p \leq .0005$; $n^2 = .03$). Looking at the influences *within* the different status groups, the linear regression show that families with lower social status have a higher variability with regard to sport and activity-related practices as influencing factors. The explained variance of the same model differ for the three status groups (low: $R^2 = .19$, middle: $R^2 = .07$, high: $R^2 = .10$). Furthermore, regression analyses between the different status groups reveal that the 'pure' effect of the social status hardly contribute to the differentiation of children's motor performance if other variables such as parents' attitude to physical activity are controlled.

These results are relevant when considering specific prevention efforts concerning the motor performance of children. In particular, institutions and schools should be focused in those catchment areas that include a high share of socially disadvantaged population groups.

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Experience Effects On Perceptions Of Sport: A Comparison Of Sport Associations Of Participants And Non-Participants

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Aim of the research

The purpose of this research is to identify participants' and non-participants' perceptions of three sports: (1) diving, (2) track and field, and (3) their own favorite participant sport.

Theoretical background and context for the study

Attracting new participants is a common challenge for sport clubs. The growth and development of sports depends on attracting and retaining participants. The challenge is particularly acute in sports that lack strong cultural penetration, so the knowledge and expectations of future participants may be limited. In fact, it is well understood that knowledge, interpretation, and understanding of a product or product category grow through experience of it (Carr, 2010; Goldstone, 1998). Consequently, people with experience of a product category, particularly one that has a substantial aesthetic aspect, appreciate and interpret it quite differently than do those who are less familiar with it (Augustin & Leder, 2006; Lindell & Mueller, 2011). The difference is pivotal for building sport participation because potential new participants can be expected to perceive the sport quite differently than those who are already in the sport. As a consequence, those who are doing the recruiting may not communicate in a manner that is most meaningful to the inexperienced. This has been found to be a challenge when marketing arts experiences for adults (Deeth, 2012) and children (Sayers, 2011), and its more general relevance to consumer marketing has been demonstrated in models of consumer choice (Allen, 2002) and loyalty (de Groot, Antonides, Read, & van Raaij, 2009). Thus, a necessary first step for marketing to build participation in a sport is to understand how it is perceived by those who are not yet involved, and to contrast that with how those who are involved perceive it. This study undertakes that task for two sports — diving and track & field — and participants' own favourite sport.

Method

Data were collected from non-participants through street surveys, and from participants through an online survey.

Selection of the sports

Diving and track and field were chosen as the two sports. A local diving club provided a unique context for the study as this was a new club, which came into existence because of the organization of four FINA World Diving series in the city. Track and field was chosen as a comparison sport, based on previous work in this sport. Each participant was also asked about his or her favourite participation sport.

Street surveys with non-participants

A total of 192 community members (ages 11 years and up) were randomly intercepted (50% female; 11 ≤ 15 = 46%, 16+ = 54%). Participants were asked to mention five words that came to mind for each of the sports. Verbal responses were recorded. The survey took 3–5 minutes to complete.

Online survey with participants

Twelve diving clubs and 12 track and field clubs were asked to send out an e-mail to their club members inviting them to participate in a short 3- to 5-minute online survey. Respondents were asked to provide 5 words they would use to describe their own sport to others, to complete 4 sentences about sport, and to report their age, gender, length and level of participation in the sport. Data were collected from 126 divers; data collection for track and field will be completed in June.

Data analyses

First, a frequency analysis was done for all words associated with each sport (n = 3), and by each group (n = 2). Words were grouped together if deemed synonymous, when sharing the same root word, or having similar meaning/intent. Second order concepts (e.g., Blaiki, 2007) were subsequently generated independently by two different research teams. Next, the words for the two groups within each sport were compared and screened for associations, dissociations, and oppositions (e.g., Bodet & Lacassagne, 2012).

Results, discussion, and implications/conclusions

Data analysis is in progress, thus results will be available at the time of presentation, and will determine the unique image of each of those sports. Combined, the street survey and online survey results will identify the potential associations and/or dissociations in perceived benefits between sport and non-sport participants. Initial results suggest that current participants have more elaborated views of their sport than do non-participants.

The known valued benefits inform the aspirational messages to parents that show what their children can actually experience and achieve through participation in a particular sport. The "hooks" identified here, can be incorporated into the marketing communications, and bridge any gap between potential sport participants' images and participants' images of the sport. The outcome of this study is an important step to recruit new participants in LSOs.

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Return On Investment Analysis Of A Community-Based Health Promotion Program In The United States

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Aim

The aim of the current research project was to conduct return on investment analyses on an innovative, state-sponsored health promotion program in the US. The paper extends the literature in weight management by documenting the utility of a practical program evaluation methodology that integrates economic indicators.

Literature review

Promoting physical activity for health is, and has always been, part of the foundation underlying many sporting organizations' missions, and this idea has been translated into community-based programs and policies around the globe (Misener & Misener, 2016; Weed, 2016). The idea of sport or fitness for health promotion has gained traction outside of the United States where governing bodies, sporting organizations, and health insurance are all involved in public health promotion (Mansfield, 2016). In the United States, where the emphasis is often on competitive or professional sport, the missions of sporting organization often do not align with health promotion. However, research has provided encouraging findings that health promotion programs in workplaces can reduce sick days and improve quality of life for participants (Baicker, Cutler, & Song, 2010). Providing such programs can be costly, however, and they frequently only attract healthy employees to participate. West Virginia is consistently ranked poorly on adult prevalence of obesity (33% vs. 27.5% US Median), diabetes (12% vs. 8.7% US Median), and heart disease (6% vs. 4% US Median; Centers for Disease Control and Prevention, 2010). The estimated direct medical costs associated with obesity continue to climb (Herath & Browne, 2013), and these trends have driven the need for innovative policies and programs to promote healthy lifestyles among those at risk for chronic disease.

Methodology, research design, and data analysis

In 2005, the West Virginia public employees' insurance agency (PEIA) established a comprehensive weight management program policy for all members with a BMI over 25. The subsidized program includes access to a local fitness facility, and services provided by a certified fitness professional, dietitian, and exercise physiologist. Previous published reports of this program's effectiveness have shown moderate reach and effectiveness, and a strong potential for sustainability (Abildso, Zizzi, & Reger-Nash, 2010; Zizzi, Abildso, Henderson, & Shaffer 2014). The program policy is a unique and innovative approach to obesity care that connects the fitness and insurance industries in a meaningful way. The data analyzed in the project was specifically collected to help insurance administration make future decisions about the viability and delivery of the program. The research design included quantitative and qualitative data integrated from self-report evaluation surveys, a web-based database with objective anthropometric data, insurance claims estimates, and published research articles. There were a total of 3,274 actual participants across approximately 70 active and previously active fitness facilities between January 2014 and December 2016.

Results, discussion, and implications

There were two large categories of program costs, including claims paid per participant on average ($1100 US dollars) and the total costs for program administration ($1.2 million US dollars per year). Thus, total costs during the period were estimated as $4.95 million US dollars. Stakeholders within the insurance agency collaborated with university research staff to identify two primary cost-savings domains: 1) aversion of bariatric surgery; and 2) reduction in health care spending by those meeting physical activity guidelines. Efforts were taken by the research staff to ensure cost-savings estimates across categories were mutually exclusive and conservative. Cost-savings estimates for bariatric surgery aversion were generated by median medical claims estimates for typical surgeries within WV ($10,800 US dollars per surgery). The model of economic impact of moderate physical activity by Valero-Elizondo and colleagues (2016) was applied to generate cost savings in those at-risk for cardiovascular disease. Using multiple sources of data, researchers estimated that 147 surgeries were averted (4.5% aversion rate), 491 at-risk participants adopted regular physical activity, and 982 moved from a sedentary to an active lifestyle. Additionally, 25% of participants who completed six months reduced or stopped taking at least one chronic disease medication, and more than 1,500 participants received at least one session of behavior counseling. These estimates generated a total costs savings estimate of $8.99 million US dollars during the three year period, resulting in a return

on investment ratio of 1.82. The primary drivers of the economic return for the agency were increases in the percentage of participants meeting physical activity guidelines and the number of bariatric surgeries prevented. This approach may be replicated by other wellness or weight management program directors so that their efforts to improve health in employees and their dependents can be affirmed with meaningful data.

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Sport Development And Socio-Cultural Perspectives

Track Chair: Siegfried Nagel, University of Bern

Who Owns Sport

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Aim of the research/project

This paper interrogates of sport ownership, and seeks to uncover some of the tensions, dilemmas and controversies enmeshed within this concept. In doing so we outline how ownership of, in and through sport has significant impact on the idea, practices and outcomes of sport for managers and practitioners and participants.

Objectives

To establish how the idea of ownership can be understood in a variety of sport contexts

To clarify and categorise the complexities of conceptualising ownership between/amongst individuals, organisations and the social institution of sport itself

To establish the impact of ownership on the outcomes of sport

Theoretical background

Ownership within and of the sport domain is an under-theorised and overly taken-for-granted concept that is often overlooked as having value for the study of sport and applied within sport management. Ownership in general is a right constituted relationship, or set of relationships, between persons with respect to things; ensuring that connotations are multi-faceted and multi-disciplinary. Sport products can be owned as commodities by consumers as well as producers, for example sport apparel is owned by individuals perhaps because of fan allegiance, but is also owned in the business sense as commercial production from broader ownership of property rights (Hassan & Hamil, 2011, p.1).

Contemporary perceptions of ownership are problematic, open to interpretation and change over time. Most post-industrial sport forms suffer from contentious questions of ownership, performance and meaning (Alison, 2001; Martin & Berry, 1974; Passy, 2009). Questions, which tend to be uni-disciplinary and narrow, focused on a particular concern, such as the strength of grassroots programmes or the monopoly power of players (Hassan & Hamil, 2011). We contend that this is indicative of the dominant view of sport ownership which has ritualised research to the extent that it is at best used contextually; occasionally descriptively, but rarely analytically.

Sport is a cultural product and its management through a lens of ownership has only really been problematized through fictional representations that portray owning sport as impacting on power and control, individualism and collectivism, and corporatism and entrepreneurialism. When considering who owns sport it is necessary to question transmission processes of property rights in and for sport, and the contexts and mechanisms that enable transference to occur. This is increasingly important for sport managers who may have to operationalise newly created and legitimised sports for particular purposes. We contend that the key contexts of globalisation, a dominant neoliberal consensus and commercialising and commodifying pressures ensure that sport managers must be reflexively engaged and conceptually savvy to be able to respond effectively.

In this paper we present a conceptual framework that transcends disciplinary boundaries and rigidities to analyse who owns sport, what this means for participants and ultimately how this can then be transposed to developing sound management practice. At its heart is the philosophical question of ownership around which rules, rights, duties, value, universalism and relativism swirl as we structure understandings of who owns.

Discussion, implications and conclusions

It is clear that ownership of sport is problematic. Sport cannot be thought of as a single homogenous entity. We examine a number of positions concerned with owning sport and apply those positions to reflections on sport management in public, private and voluntary domains. These positions (e.g. philosophical, historical, political, commercial and corporate) are contested and are in many cases antithetical and often portrayed in dualistic terms e.g. community versus commercial ownership (Andrews, 2013).

This conceptual paper juxtaposes concepts of ownership to make sense of the place, role, meaning and function of sport. Whilst it may be simple to define ownership (but problematic), Locke's point that ownership creates webs of rights and duties ensures that meaning and interpretation will vary depending on perspective employed (e.g. political and/or economic and/or sociological). Contemporary literature does not consider the wide ranging and far reaching impact of the meaning of ownership in modern sport. The conceptual model we present clarifies relationships and contexts and is innovative in problematizing a taken for granted idea in sport management

In an era where market forces have become predominant in the production and consumption of sport forms, we ask the question who owns sport?; and address it with scholarly intent to reveal some of the deep seated issues that bedevil sport now and are likely to persist into the future.

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Performance Culture In Elite Sport: A Systematic Literature Review

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The aim of the research

The goal in elite sports is to perform for the purpose of winning. Therefore, there will be a continuous focus on performance improvements. A number of studies have attempted to identify what characterizes successful performance development in elite sport. While sport management researchers have focused on the strategic management level (macro level), sports psychology researchers have focused on the individual level (micro level). Overall, this has led to a blind spot where the relationship between the organization, the coaching team and the athletes have been neglected (Fletcher & Wagstaff, 2009). To fill in this blind spot or gap Cruickshank and Collins (2012, p. 340) have introduced the concept of high-performance cultures, as a precondition for creating high performance athletes and teams. According to them, high-performance cultures leads to repeated or continuous high performance. "Organizational culture is an emerging topic in sport psychology and recent literature has argued that creating and maintaining high-performance cultures is a key function of the sport psychologist" (Henriksen, 2015, p. 141). However, empirical studies are still lacking in this research field (Cruickshank & Collins, 2012; Fletcher & Wagstaff, 2009).

In this article, it is reported from a systematic literature review (Hart, 1998, p. 13). The purpose has been to find out the meaning of the concept of performance culture, which athletic fields that have been studied, which factors that are promoting and developing a performance culture and the effects of such a culture in elite sport. This is the first systematic review that investigates this topic in elite sport. The aim is to spot the gap in this new research field and to prepare for further empirical studies. The main reason for doing this review is my PhD project, which is a case study of the Norwegian mens national team in football during the period of 2014–2016. The headcoach had an official statement and goal of changing the culture of the team and to create a high-performance culture.

The review strategy

The initial inclusion criteria were English language articles published in the period of 2000–2016. I started with the search word "high performance culture", but had to extend the search to include "performing environment", "performance team" and "team culture" because high-performance culture as inclusion criteria gave very few hits. A snow-ball approach was used to search for the historical development of the concept of performance culture to find out which were the standard references and the relevant studies inorder to answer the research questions of factors and effects. By searching in Scopus, Google Scholar, Ebsco and doing manual searches in journals as Sport Sience, Sport Management, Psychology and Sport in Society, I ended up with 15 articles published in the period of 2012–2017. The inclusion criteria also includes articles that refer to Cruickshank and Collins, based on their work on high-performance culture and other studies that have investigated high-performance culture in elite sports.

The findings so far

Performance culture is a young and immature research field. The field is primarily characterized by a few researchers and most of the studies are a result of the ph.d.-work of Cruickshank in collaboration with his supervisors. The studies are mainly related to the theory and research within the field of Change Management and not to the far more established research on organizational cultures. This is also so far one of the main critics of this research field. Furhermore, there seems to be an ongoing debate about which theoretical framework is best suited to study and understand high-performance cultures. The aim of the research seems to have a strong applied focus in which particular sports psychologists want to position themselves to contribute to the development of the performance culture of the elite team. I find two findings of specific interest: (1) No studies have commented on the the concept and definition of high-performance cultures (cf. Cruickschank & Collins, 2012), as a precondition for creating high performance athletes and teams. (2) No studies have so far investigated the effects of a high-performance culture.

Concluding comments

I am still working on this, but there seems to be a strong need for empirical studies in general and more specifically on on-field empirical research. There is also a strong need to discuss and operationalize the concept of performance culture.

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Women, Sport, Participation And Leadership: Establishing A Canadian Call To Action

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In this collaborative, nation-wide study, the researchers examined the status and challenges of girls and women's participation in sport in Canada including linkages to leadership, and identified actions to support lifelong participation in sport. This work was informed through analysis of extensive academic work, media data, national organization reports, industry studies, sport stakeholder surveys, census data, and consultations with leading female sport experts in the field. A primary survey of sport leaders added important context, and helped to define implications to improve the state of girls and women's participation and influence in sport.

Much has been written over the past twenty-five years about the important linkages in sport between girls and women and leadership — and the consequential management impact of this synergy on the industry (EY, 2014; Greenhill, Auld, Cuskelly, & Hooper, 2009; Kirchmeyer, 1998; Kotschwar & Moran, 2015; and WSF, 2015) — but yet, for a number of socio-managerial factors, maintaining female engagement and influence in sport is still of paramount concern for the health and well-being of the field. Thus, the purpose of this work was to broadly examine the challenges and opportunities for girls and women to remain engaged in sport. Further, this work provides sustainable implications and a 'call for action' for lifelong female sport leadership in the field, including in senior management positions.

The researchers used secondary and primary sources to identify and articulate the numerous hurdles that girls and women face in sport participation and leadership. Secondary research included a review of over 75 academic articles, and 25 industry reports, as well as an analysis of media data, national sport organizations, annual reports, sport stakeholder surveys and census data. A review of traditional and new media, including television, national print media and event viewership/attendance added data about the attention and exposure of women's sport in Canada.

To add to the secondary analysis, the researchers initiated a bilingual online survey that was broadly distributed to a network of female sport leaders. Reponses, in English and French, were received from 657 female sport leaders with wide-ranging experience in contact and non-contact sports across Canada, in roles as athletes, officials, coaches and administrators from the grassroots, high-performance and professional sport world. Analysis of the survey results, via SPSS, helped the researchers identify trends, relationships and comparisons among variables. A qualitative analysis of open-ended questions added depth to the findings and identified core themes based on the female sport leaders' perceptions of the major challenges that girls and women face in initiating and maintaining sport participation and leadership roles. A particular focus on the related influences related toward identifying and prioritizing action plans at the system-wide, community and individual levels was also examined and presented.

Despite the wide-ranging evidence of the benefits of sport, the decision for girls to play sport and continue playing is frequently influenced by social pressures from parents, guardians and peers. Over the past 20 years in Canada, female participation in sport has continued to decline. As girls reach adulthood, more and more stop playing sports with only 16% of adult women reporting sport participation. Further, the proportion of female leaders in sport in Canadian is very low — at a national average ranging from ten to twelve percent — in line with international statistics (EY Report/ESPNW, 2014) and this small presence in relation to males in comparable roles may impact girls and women's sport participation. A number of previous studies have addressed the drivers of this gender imbalance in sport leadership, reporting that it is influenced largely by social factors with women facing gender discrimination as they progress in leadership and coaching roles. From our study, we will reveal that despite many advances in recent decades, a number of structural factors still exist in sport, such as equal opportunity for female sport participation in a school setting, gender bias, and the lack of transparent sport policies for inclusivity; and we further explore how this sport participation translates to sport leadership in the senior ranks. This work progresses the understanding of the challenges of retention for girls and women in sport and further provides an analysis of the implications of the influence of females who stay engaged and involved in the sport system as leaders in their field. Future directions of this study include a greater understanding of the gap between early opportunities for girls in sport and socio-managerial factors which support leadership; as well as broad 'knowledge transfer' insights with regard to the importance of female leadership for the 'next generation' sport management industry.

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Youth Athletes' Identity And Career Development: The Moderating Role Of Boundary Management Preference

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Aim of the research/project

Purposes of this study aimed: (1) to examine the potentially positive effect of athletic identity on career expectation at student-athletes stage; (2) to identify the potential moderating role of boundary management preferences.

Theoretical background or literature review

Athletic identity is a salient self-concept that influences social relationships, chosen activities, and the manner which exerts effects on athletes' career development. According to a systematic review from 1968 to 2010, it was concluded athletic identity was negatively associated with the athletes' career transition in 34 out of 35 independent studies (Park, Lavallee, & Tod, 2013). However, recently studies indicated athletic identity might not harmful for career development (see Cabrita, Rosado, Leite, Serpa, & Sousa, 2014). Therefore, based on the athletic holistic model (Wylleman, Reints, & De Knop, 2013), we inferred that athletic identity would positively associate with futurefocused outcomes such as career behavior, career planning, and future work self because athletic identity enables student-athletes to possess optimistic attitude toward future. In addition to precisely facilitate the career development intervention, we grounded on Ashforth, Kreiner, and Fugate's (2000) boundary theory to propose the boundary condition that boundary management preferences would facilitate the positive effect of athletic identity on career development. It is because integration–segmentation preference facilitates the resources exchange between student and athlete. Consequently, we expect that the positive relationship between athletic identity and career development will be stronger among those who are low in segmentation preferences than those who are high in segmentation preferences counterparts.

Methodology, research design, and data analysis

The participants for this study were 197 athletes (54 female) with a mean age of 23.85 (SD = 3.93) competing at NCAA Division I (N = 110), II (N = 65), and III (N = 22) recruited through Amazon Mechanical Turk (Mturkers; see Buhrmester, Kwang, & Gosling, 2011, evidenced that Mturkers' data are similarly informative and, sometimes, more normally representative than participants in lab). The measurements included athletic identity, segmentation preferences, proactive career behaviors, career planning, and future work self. Pearson correlation and regression analysis were used to examine the hypothesis.

Results, discussion, and implications/conclusions

The results support our hypothesis that athletic identity has positively correlated with career expectation. Further, athletes with higher athletic identity exhibited increased career expectation when they possess lower levels of segmentation preferences. The present study revealed the moderating effect of boundary management preferences on the influence of athletic identity and career development and provides several new insights at both the theoretical and practical levels. First, we introduced the use of athletic holistic model to understand the association between athletic identity and career development. Beyond the conventional perspective that treats athletic identity as situational variables and clarifies the condition about its effects on other career-related outcomes, we emphasized the importance of different athletic career stages to account for the effect of athletic identity on athletic career development. Second, by focusing specifically on boundary management preferences as a moderator, we provided a more specific foundation for understanding individual differences in career expectation between youth athletes.

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Research On Hungarian Sports Develpoment Status According To Rio Olympic Games

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Hungary is a Sports Nation. Sports have a significant role in society all over the world. Each country develops its own sport strategies according to its different cultural background. It is not just an opportunity but also a common task for governments to provide the citizens with sport facilities, to develop a sufficient selecting system and to maintain the youth training for the professional sports. The Hungarian sports administration supports the sports that achieved outstanding international results and the highly popular mass sports on a significant level. The Hungarian Olympic Committee and the Ministry worked out the expected content of the sports development strategies and has been coordinating with the federations The goal of their work is to examine how these sports development strategies contributed the development of the competitiveness of the Hungarian sports.

The aim of the study was to observe the development topic. According to Hylton and Bramham's (2008) modern sport management is an influencing process aimed to create social, cultural and educational policies in order to inspire more people to take part in regular physical activity. One part of the audit is a questionnaire, which was filled by the sports associations. This topic was divided in six themes (Promotion, Youth sport, Adult sport development plan, National team, Development camps and Gender development program). The maximum obtainable points were 15.

From the view of themes, the National teams program was the most developed with 75% result in the 16 sports, and the worst was Gender program (46%). As regards of sports Kayak-canoeing and Swimming, which were the most successful sports in Rio, achived the adequate level, but Fencing has not. From this study is apparent, that the stabile financial status is not satisfactory, good governance and management processes is needed as well. This is important in case of the governments aim what is to be a sports- and sporting nation.

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Building Evaluation Capacity In Sport For Development: Lessons Learned From A Multi-National And Sectorial Team

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Aim of abstract

This paper's purpose is to examine the development of a research collaboration to identify implications for researchers interested in partnering with Sport-for-Development (SFD) organizations to establish long-term partnerships to build research and evaluation capacity.

Theoretical background and literature review

Recent years have seen a significant increase of NGOs using sport as a mechanism for youth and community development under a SFD framework (Edwards, 2015; Keim, 2003). Many of these NGOs' efforts have focused on United Nations Millennium Development Goals of strengthening education, improving public health and community safety, and developing social cohesion. However, little empirical evaluation has been conducted to provide evidence for the efficacy of SFD programs (Lyras & Welty Peachey, 2011; Schulenkorf, 2012). Protocols for evaluating outcomes of SFD initiatives have typically relied on broad qualitative perceptions and community case studies.

Critical challenges to implementing program evaluation is that organizations and researchers in developing nations (where SFD programs operate) often lack capacity and expertise, while researchers in developed nations frequently lack the ability to spend significant time to develop cultural understanding and overall experience of programs. International collaborations among researchers and organizations has promise for building research capacity to sustain partnerships in public health (Varshney, Atkins & Diwan, 2016). Therefore, the design of this project was to engage researchers and program stakeholders (including established and emerging scholars from developed and developing nations) to assist an SFD organization to develop long-term research and evaluation capacity.

Methodology

The Football Foundation of South Africa (FFSA), a subsidiary of the Grootbos Foundation, operates in the rural Overberg region of Western Cape Province. FFSA uses sport (e.g., soccer, netball, field hockey, and track & field) across multiple programs to achieve dual goals of social integration and educating/empowering youth. Researchers representing institutions in North America and South Africa were introduced to each other and FFSA through previous projects. The evaluation collaboration commenced in July 2015 with document reviews and the start of regular videoconferences. Two site visits occurred in February (for stakeholder meetings to refine logic models, identify program goals, and assess feasibility) and June 2016 (for additional stakeholder meetings and to pilot test instruments). Additional regular videoconferences and email correspondence have been ongoing to refine measures and protocols and identify next steps in the collaboration.

The results of this paper represent the reflections of research team members and program staff to examine the research process to identify facilitators and challenges experienced in the development of the collaboration.

Results

Challenges were created by a variety of things, including physical distance (between partners as well as the South African partner and FFSA sites), lack of dedicated project funding, needs for multiple languages translations, and a culturally unique research setting. Overcoming challenges was facilitated by the previous experience of researchers working together and the different but compatible backgrounds of researchers. Additionally, it was noted that researchers had to be clear about their roles, committed to timelines, and actively participate in communication. The importance of members of the research team traveling to FFSA to both meet with stakeholders and include South African graduate students in fieldwork was also noted. Specific effort was needed to ensure partners unable to travel to South Africa felt included in communication. Researchers identified the critical role of FFSA in supporting the project and their active involvement in designing measures and protocols. FFSA's efforts to educate researchers was especially necessary, as resource limitations prevented researchers from spending extensive time in the field.

Key successes identified to date included helping FFSA clarify and define measureable program goals and facilitating opportunities for the program to engage with stakeholders. Drawing upon the collective expertise and capacities of partners allowed faculty and graduate students in South Africa to learn new techniques and develop their own research capacities. Finally, Western researchers also found the opportunity to work with local researchers and practitioners to develop culturally relevant measures both challenging and rewarding.

Discussion and implications

The use of multi-national research partnerships working with SFD NGOs may help to build local capacity for evaluation and encourage long-term collaboration to ensure the efficacy of SFD programs to achieve goals. However, these partnerships are not without challenges, and certain characteristics of these partnerships as well as management practices can help ensure success and sustainability. Approaches should be inclusive of academic and local stakeholders, diverse in team composition and experience, and longitudinal in scope.

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Socio-Cultural Perspectives On Successful Talent Development Environments In Sports.

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Aim of the research project

The aim of this project was to describe and analyse the characteristics of sporting environments, i.e. sport club, academies etc., that continually produce top-level athletes to national and international level. The project studied the dynamic process and interaction between athletes, coaches and other significant persons through a holistic and comprehensive coverage of successful Swedish talent environments. Underlying research questions: How can the successful environments empirically be described from an ecological talent development perspective? Which similarities and differences can be identified in these environments? What implications do these data provide for the design of sporting development environments?

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 (1979) bio-ecological model of human development focused on the context and it's micro-system, meso-system, and macro-system. Transferred to a sport context Bronfenbrenner's model offers a wider understanding of the development process and the significance of the environment for talnett development. Through the ATDE model, "The Athletic Talent Development Environment model", Henriksen (2011) has designed a model for the understanding of successful talent environments. 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 athletes, 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. Further Henriksen (2010) introduced the Environment Success Factors model (ESF) with the purpose to capture the interactions, activities, resources, etc. within the environment. The ATDE model has served as a theoretical perspective for the project in developing of the questionnaire as well as in analysing of the results.

Methodology, research design and data analysis

The Swedish Sport Confederation (RF) is an umbrella organisation consisting of 71 member organizations. Together with representatives from RF twelve Sport Federations were selected for the study. The selection covered different criteria such as team-individual sports, number of members, gender relations, traditional or younger sports etc. The project was carried out in two steps: (1) Interviews made with representatives from 12 Swedish sport federations to identify successful talent developing environments, i.e. academies or sport clubs. (2) Interviews with coaches, talent directors, regional development managers etc. within 6 Swedish sport federations: Athletics, Basketball, Football (Soccer) Ice Hockey, Swimming and Tennis.

Results, discussion, and implications/conclusions

The study identified several common factors of significance for developing of successful elite athletes. The factors were structured into five main groups: (1) A culture characterised by a clear structure, (2) A holistic view to the athlete, (3) Good training facilities, (4) The composition of and interaction in the training groups and (5) High competence in the group of coaches.

From these factors three main themes were developed: (1) Social factors, (2) Organisation, culture and material resources and (3) The sport and pedagogical competences of the coaches.

The analyses show 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. 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. Finally a developed ecological model is presented to describe the affectable factors of the development environment.

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Why Do Older Adults Not Participate In Sport?

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Aim

Global populations are ageing and ageing is commonly associated with a decline in health. As physical activity can provide physical, psychological and social health benefits, especially in old age (Haskell et al 2007), diverse physical activity options are needed to enable and encourage healthy ageing.

The concept of sport for health is a becoming increasingly popular for other population groups. However despite the growing concern on the impact of ageing populations on health expenditure, this concept has received limited attention for adults aged 50+ years (hereafter referred to as older adults).

Research in sport and ageing for community sport has largely focused on the benefits of and barriers to sport participation. However to further understand why older adults do or do not participate in sport, the reasons for drop out and/or re-entry into sport should be considered. Thus the aim of this research was to explore potential reasons why older adults do not participate in sport and also reasons why they may re-engage in sport at an older age.

Theoretical background

The majority of research into drop out of sport has concentrated on adolescents. Where research relates to adult participation, the focus is predominantly on how adolescent sport participation can influence adult physical activity levels.

Most research studies have found that sport participation rates tend to decline with age (Eime et al 2016), however some longitudinal studies have refuted this, arguing that sport participation trends are more multifaceted (Breuer & Wicker 2009). Despite this, there is limited research on sport and ageing. Most sport participation trend research has focused on large data sets to explore lifelong trends of participation. These provide useful guidance on trends, but are of limited use when attempting to identify potential reasons for drop out and re-engagement in sport. Qualitative research can complement this previous research, by providing an in depth understanding of why older adults may or may not participate in sport.

Leisure Constraints Theory was used to analyse the results. It proposes that three types of constraints can prevent participation in leisure activities, such as sport participation: intrapersonal, interpersonal and structural constraints. The theory also considers the negotiation proposition. This concept suggests that participation is dependent on negotiation to overcome these constraints, and that some participants are able to overcome constraints and succeed in participating. Therefore this theory was used to explore the potential reasons for drop out and re-engagement in sport.

Methodology, research design and data analysis

Eight focus groups were conducted (n=49). Two groups were undertaken with representatives from two National Sporting Organisations, four with older adult sport club members and two with older adult non-sport club members.

Peer debriefing was undertaken immediately after the focus groups to enable initial data emersion. The data was then transcribed and NVIVO software was utilised to code the emerging themes. The coding of these themes was led by one researcher, with ongoing dialogue between the wider research team to finalise this coding.

Results, discussion and implications/conclusions

Eleven themes emerged relating to older adults dropping out of sport, with six themes exploring why older adults may re-engage with sport.

The key themes on drop out included time constraints, lack of appropriate playing opportunities and low priority from sporting organisations. Key themes for re-engagement in sport included physical health, social opportunities, especially with family/friends, and also being time rich.

Interestingly, the key theme of time was contradicted, as both a barrier and an enabler to participation. Furthermore, the concept of using sport to improve physical health refutes the oft cited reason of poor physical health as a barrier to participation. Thus these results suggest older adults are a heterogeneous demographic group.

To capitalise on using sport to improve health for older adults, policymakers should increase their priority for this demographic group. This would partially alleviate one of the key reasons for older adults dropping out of sport. This would additionally likely result in an increase of appropriate playing opportunities, which would encourage more older adults to participate in sport to derive health benefits.

This research also confirms that sport participation trends are not linear, with some older adults re-engaging in sport at an older age. When designing appropriate participation opportunities, policymakers should consider the reasons why older adults re-engage in sport. In particular, provide opportunities that enable bonding with family and friends.

Previous research has shown that sport clubs can benefit from engaging older adults (Jenkin et al., 2016), therefore sport should capitalise on these benefits by increasing their engagement with this growing population group.

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Organisational Culture In The Volunteer Sport Sector: A Case Study Of Sailing

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Aim of the research

The aim of the study was to investigate the culture of sailing clubs comprising the English volunteer sport sector (VSS), through the adoption of Smith and Shilbury's (2004) organisational culture framework. Its objectives were three-fold. First, to provide insight into a sport which has received little attention in the literature. Second, given the context in which the chosen framework was developed (refer to Smith & Shilbury, 2004), an additional objective was to examine its suitability for use in relation to the English VSS. Finally, with the concerns expounded by numerous authors relating to the organisational challenges in recruiting and retaining the volunteers required to maintain the VSS (refer, for example, to: Burgham & Downward, 2005, Cuskelly, Hoye, & Auld, 2006; Taylor et al., 2010), another objective of this research was to determine the impact of club culture in relation to these challenges.

Literature review

It is now over a decade since Cuskelly et al. (2006) observed how governments from around the world have become increasingly reliant on the voluntary and non-profit sectors to deliver social- and welfare- related services to their populations. Since then, this trend has continued to advance, and in the UK, for example, a common feature of recent sport policies has been the prominent level of importance placed on the volunteer sport sector (VSS) in working to deliver policy objectives. With that in mind, if the volunteers (current and potential) that comprise the VSS are dissuaded from volunteering (refer, for example, to: Burgham & Downward, 2005, Cuskelly et al., 2006; Taylor et al., 2010), the danger is that the sector may no longer have the capacity to support and/or deliver policy objectives. It is important, therefore, that efforts are made to better understand the cultures of volunteer organisations, and identify any aspects of these that might dissuade individuals from volunteering.

Although sports organisations have long been able demonstrate an abundance of practices from which 'culture' can be established, the research of organisational culture in a sporting context remains a relatively new aspect of the sport management field (Byers, Slack, & Parent, 2012). In one of the area's most significant studies to date, Smith and Shilbury (2004) explored the culture of national and state sports organisations in Australia, and through their research, developed a specific set of dimensions through which the culture of sports organisations could scrutinised — including dimensions unique to the sporting context. The authors further proposed that these dimensions 'might provide a useful launching pad for future studies on sport culture' (Smith and Shilbury, 2004, p. 161). Thus, given that the 'cultural fit' between partner organisations within the VSS can minimise potential tensions and conflict, and contribute toward the successful achievement of policy objectives (see Byers et al. 2012), the authors sought to respond to Smith and Shilbury's (2004) call. In doing so, the relevance of the framework in relation to the English VSS was explored.

Methodology

Employing online observations, semi-structured interviews, and content analysis, data was collected from three grass-roots sailing organisations. Facebook and Twitter were selected as the main sources of data relating to club members; specifically, the posts of, and responses to official club accounts. In conjunction with these online observations, in-depth, semi-structured interviews were conducted with experienced volunteer committee members from the three clubs under investigation (one from each). A interview schedule was produced in which the questions were conceived and grouped according to the 12 dimensions of Smith and Shilbury's (2004) framework. Finally, the data collection also involved content analysis of the clubs' publicly-available, official documentation (e.g., member handbooks, club rules and policies, programmes, instructions and guides, AGM minutes, and other relevant documentation) as well as that of the RYA. Thematic analysis was used to analyse the data in which portions of it were de-contextualized from their original interview, online or documentation context and then re-contextualized into an appropriate dimension or sub-dimension located in Smith and Shilbury's (2004) framework.

Results, discussion, and implications/conclusions

A full in-depth analysis of the data is still being conducted, and the specifics of the cultural characteristics of the organisations under investigation will be presented at the EASM conference, along with analyses that addresses the study's other objectives. Preliminary analysis, however, seems to support Smith and Shilbury's (2004) view that the sport itself impacts upon on the formation of club culture. For example, the overall

organisational culture of the clubs does not seem to vary considerably, and of the variations that do exist, local environmental factors primarily determine these.

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Into The Olympic Cauldron: Young Athletes' Experiences At The Youth Olympic Games

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Aim of the research project

Since 2010, the Youth Olympic Games (YOG) have been an opportunity for young, pre-elite level athletes to experience a major multi-sport event. This study examined the experiences of the young athletes from the first two winter editions of the YOG (i.e., Innsbruck 2012 and Lillehammer 2016). The YOG acts as an entry point into the Olympic Movement. The objective was to detail how the athletes learn about important aspects of the Olympic Movement such as the Olympic Values. A further objective was to describe how athletes are socialized into an environment that provides educational underpinnings important for the International Olympic Committee (IOC).

Theoretical background

One goal of Olympism is the promotion of values, a philosophy of life that exalts movement and education as a foundational component (Loland, 2014). Loland (2014) argued, the YOG is closer to the goals of the Olympic Movement than the 'senior' Games. A key component of the YOG is the IOC's desire to foster learning and personal development in athletes so they become ambassadors of the Olympic Movement.

Recent work regarding younger athletes has denoted the importance of examining the environment in which Games take place (e.g., Krieger, 2013). We argue that understanding the young athletes' first experience in the Olympic system is important given the significance a situated learning experience (Lave & Wenger, 1991; Wenger, 1998) may hold for their socialization into the Olympic Movement.

This study considers social learning theory and, in particular, the concept of legitimate peripheral participation related to the athlete experience. Legitimate peripheral participation (Lave & Wenger, 1991) describes the progression of a learner within a social learning space, as they move from the periphery of a practice toward the centre of the practice. A context like the YOG may shape athlete learning through the various experiences and participation in arranged activities like the Cultural Education Program (CEP: now the Learn and Share program), the opening ceremony, and other athlete opportunities.

Method

In exchange for access to the athletes granted by the IOC, the research team completed post-Games reports. On-site observation and field notes were collected during the 2012 YOG regarding the CEP functioning, and the general Games environment (e.g., opening ceremony, opportunities). Post-Game interview questions were then created for the purpose of understanding the athlete's perceptions of the Olympic Values, and whether they had learned anything during the Games about being an athlete or ambassador. Thirteen interviews were completed.

On-site observation and fields notes were again collected regarding the Learn and Share program and general athlete involvement during the 2016 Games (e.g., cultural fest, ceremonies). A semi-structured interview guide was developed prior to the Games, drawing from the 2012 post-Games report. Interviews were conducted on-site via an intercept approach. Twenty-six interviews (a total of 36 athletes) were completed.

All data were content analyzed using the NVivo software, where inductive codes (e.g., friendship, general YOG experience), as well as deductive codes, the latter being linked to the social theory of learning concepts (i.e., meaning, practice, community, and legitimate peripheral participation) were used.

Results and discussion

The athlete experience and learning centred predominantly around two areas: competitive performance and the social environment. The competitive performance was the primary learning mechanism since athletes were able to test themselves against some of the best international athletes. The social environment enabled athletes to generate and form lasting friendships while also aiding in understanding one of the Olympic Values (i.e., friendship) in particular. The majority of athletes did not know the Olympic Values. Despite not knowing the Values, most of the athletes experienced them indirectly and formed opinions and perceptions of them which closely aligned with the IOC's intention.

Overall, the YOG athletes' were enthusiastic about their interaction within others in the village, sport facilities and during the various pre-planned activities. Beyond the opportunity to develop friendships, there

was a recognition that the face-to-face contact and the social media tools promoted through the YOG allowed the athletes to stay in touch both during and beyond the actual games, helping to grow a sense of community.

This study provides meaningful insight into the mechanisms (i.e., sport, learn and share, social aspects) that help the Games participants as athletes and ambassadors of the Olympic Values. The use of social learning theory for this population extends our understanding of how this theory applies to developing high performance athletes. The presentation will discuss how young athletes are socialized into the Olympic Movement and the various learning aspects they derive from their participation.

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FutbolNet, On The Way To Inclusion

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Background

The FutbolNet programme methodology uses physical activity and sport as an agent of change for children and young people in vulnerable environments. FutbolNet promotes the values of FC Barcelona — effort, respect, teamwork, humility and ambition — as construed from the culture of cooperation.

In all sessions of the programme, the children and young people participate in the 3-part FutbolNet match. In the first part, the two teams meet and agree on the rules they want to play with, relating them with the values and identifying the associated behaviours. In the second part, the two teams play, trying to implement the rules they have agreed together. In the third part, the two teams meet to discuss how the match went.

FutbolNet and diversity is born

In April of 2015, the FutbolNet methodology was adapted to create a group of introduction to sports for children and youths with disabilities in order to promote the practice of sports to improve and develop their abilities. The aim of FutbolNet and Diversity is to make physical activity and sports available to boys and girls who didn't have access to them before because of different barriers.

The educational team ensures that all members of the group, without exception, can be successful by bringing out their full individual potential. They also promote all physical activities by observing everything that happens during the game in order to use it as an educational opportunity. One of the most significant aims of educators is to give the children and youths tools and strategies to foment everyone's participation in contexts such as the classroom, school, home, public places, etc.

Adaptation of 3-part matches

From the beginning the 3-part methodology was adapted with the aim of favouring participation and making success possible for everyone. In the first part, the children and youths agreed upon the adaptations so that everyone could play and be successful while practicing sports. In the second part, they play, putting the adaptations agreed upon into practice. During the third part, they meet again to reflect on the degree of participation and in this space for dialogue, the children and youths are asked how they feel.

Besides of adapting the specific methodology during the matches, we promote games that let the participants experience the values and put new ways of interacting into practice. All the games that are played have a high degree of participation.

What novelties have been introduced?

The FutbolNet and Diversity methodology has introduced cooperative challenges, which allow all members of a group to participate together to achieve a common goal. These challenges make it possible to effectively experience the different values that are worked on. Cooperative methodologies are also put into practice in introductory sports activities that allow emphasis to be placed on the aims of the program, such as working on individual and group responsibility, autonomy, conflict resolution, motivation, and help between equals.

Totally inclusive sessions are also promoted, in which children and young people with and without disabilities share all of the time of the session: both in games and reflections. These sessions, which encourage participation and cooperation, ensure that the children and young people have common objectives and promote inclusive situations, which do not discriminate against anyone.

Results and conclusions

Once they participate in the program, the aim is to direct the participants and include them in inclusive or specific sports offers that already exist in Barcelona. A total of 67 children and youths — 58 boys and 9 girls — have participated in these 3 seasons, and 65% of the participants in the first and second season continue to be physically active and practice sports after forming a part of FutbolNet and Diversity.

Starting with putting FutbolNet and Diversity into practice, including everyone is one of FutbolNet's main goals. Participants in FutbolNet and Diversity are currently directed to other FutbolNets, giving rise to totally inclusive situations. There are participants in FutbolNet and Diversity that have been directed to continue their training studying aspects related to physical activity. For this reason, boys and girls that participated

in the program as participants form a part of the FutbolNet educational teams. Lastly, a pilot test is being carried out to form a regular group made up of children and youths with and without disabilities.

All these actions make possible that FutbolNet continues to propose sport as an educational tool, offering children and young people a comprehensive development as individuals, while they enjoy an experience of empowerment.

Athletes Support Services: A Systematic Review Of The Literature

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Aim of the research

The aim of this study was to make a systematic review of the publications about services and resources offered to support elite athletes.

Theorical background

The development process of the sport and specifically of the athlete's career is still a very recent area of study and involves different factors and people of interest. Several authors have conducted researches in recent decades to explain the factors that lead to sports success (Houlihan & Green, 2008; De Bosscher, Shibil, Westerbeek, & Van Bottenburg, 2015). The great interest in giving the athletes complete dedication to sports so that they can achieve their sporting success and understand why some nations are more competitive than others has raised a set of 'ingredients' that would be the way to achieve this success. These indispensable items range from broader actions to specific interventions in the athlete's life. In order to achieve the highest level of sport, the athletes have a long career, and for this to be achieved with excellence, it is essential to provide athletes with the necessary conditions and support. The necessary support is described in the literature as financial support, good training facilities and equipment, specialized training, medical, nutritional and physiotherapy services and physical preparation, as well as good management of their career, that is, having a strategic plan of the goals and objectives to be achieved by the athlete, taking into account their progress, so that time and resources are not wasted.

Methodology, research design and data analysis

A bibliographic search of publications in pre-established databases (SCOPUS, Web of Science and SPORTDiscuss) was carried out using the combination of the terms 'career development', 'development system', 'talent identification' and 'support program' with the word 'athlete'. A large number of articles were found, but after the exclusion of those who were not exclusively concerned with athletes and their sports career (retirement, disabled athletes, coaches and athlete's second job), those who were not published in scientific journals and duplicates, a total of 108 articles were left. After analyzing these remaining articles, a new selection was made, where those articles that dealt with career, but not specifically the support offered to the athlete were excluded (psychological, physiological, biomechanical, genetic and anthropometric approach). In the end, we selected 26 articles that met the inclusion criteria. The analysis of the data was made through content analysis following the steps of pre-analysis, analytical description and interpretation (Bardin, 2011). The categories established a priori were: research objective, sample and main results.

Results, discussion and conclusion

When we analyzed the articles, we noticed that there is a lack of studies that focus on the support services offered to the athletes. In almost all studies the sample was composed of young athletes who, along with the sport, attended some type of education (high school or higher education). Although described in the literature as an essential factor to achieve sporting success, athlete support, especially in the development phase, still does not receive the necessary attention. The studies found highlight the importance of enjoying support in all areas of the athlete's life, emphasizing a holistic development. It was also evident the concern with the management and availability of resources for athletes so they can focus exclusively on training and do not have to worry about other distraction, which proved to be fundamental to reach their best performance, contributing to the development of themselves and the sport (Mills, Butt, Maynard, & Harwood, 2014). However, in no study analyzed it was evident who is responsible for the management and supply of material and non-material resources for these athletes. It was concluded that, although significant, this theme still needs a lot of attention, mainly because there is a lack of clarity in some terms and nomenclature used in development of athletes, causing lack of general consensus and problems in their approach. In addition, as De Bosscher et al. (2015) points out, a good support system in the athlete's development phase, that gives athletes money and time to train and compete as if they were full-time professional athletes, can provide a long-term basis for competitive advantage by delivering more talented athletes to the elite sport teams.

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Sport For Social Cohesion: Longitudinal Impacts And Challenges

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Aim of the research

This study aims to explore impacts and challenges associated with a sport for development (SFD) program targeting social cohesion.

Theoretical background

Since the turn of the millennium, the field of SFD has seen an increasing number of nongovernmental organisations, government groups and practitioners turning to sport as a means of addressing non-sporting, social development goals (Schulenkorf, Sherry, & Rowe, 2016). Consequently, there has also been an increase in academic interest into how these initiatives might positively impact a range of outcomes, such as social inclusion (Maxwell, Foley, Taylor, & Burton, 2013) and social capital (Welty Peachey, Cohen, Borland, & Lyras, 2011). Despite this upsurge in research, few efforts have been made to examine SFD's capacity to impact social cohesion (Kidd, 2011). Consequently, SFD initiatives aiming to develop social cohesion are some of the least understood and therefore hold opportunity for academic enquiries (Kidd, 2011). This paper builds upon previous SFD research into social inclusion (e.g. Maxwell et al., 2013) and social capital (Welty Peachey, Cohen, Borland, & Lyras, 2011). Further, non-SFD research into social cohesion has also been drawn upon in order to more holistically address the notion of cohesion. In doing so, this assisted the conceptualisation of social cohesion within the SFD space as a process with multiple aims that incorporates elements of belonging, social justice and equity, participation, acceptance and rejection, legitimacy and worth (Bernard, 1999; Jenson, 2010).

Methodology, research design, and data analysis

The SFD context selected for this PhD research project, was an Australian-based initiative known as 'The Huddle'. This non-profit, non-governmental organisation was founded in 2010 in partnership with an Australian Rules Football Club (North Melbourne), the Scanlon Foundation, and the Australian Multicultural Foundation. Since its inception, The Huddle has employed a range of targeted sport and non-sport programs with the aim of developing social cohesion among refugee and culturally and linguistically diverse and youth in Melbourne's inner North-West. Over a two year period, the PhD researcher conducted an ethnographic enquiry whilst embedded within the organisation. During this time, youth (n = 26), staff, stakeholders and volunteers (n = 27) of The Huddle shared their views and experiences of the initiative via one-on-one interviews. The combination of preliminary interviews, follow up interviews and additional interviews with individuals new to the program culminated in a total of 71 interviews. Data were also collected in the form of 93 pages of written research observations and 86 organisational documents provided to the researcher by staff. Data analysis involved both inductive and deductive thematic coding methods facilitated by the NVivo 10 qualitative analysis software program. Themes were coded initially by one researcher and then quality checked by the broader research team to complete the coding process.

Results, discussion, and implications/conclusions

Participants described how The Huddle's programs helped facilitate a number of positive outcomes, including: belonging, support and social networks. However, participants also reported some difficult experiences, such as: staff moving on from programs and a lack of communication. Staff also indicated that cultural imbalances among youth and organisational instability also proved challenging for the program. The results from this study have helped guide the development of The Huddle and therefore encourage positive experiences for youth, volunteers, staff, and stakeholders of the initiative. Furthermore, this research will also help address the lack empirical evidence at the intersection of SFD and social cohesion, and thereby also assist in the conceptualisation of social cohesion within the field of SFD.

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Are Sports A Panacea For Integration? An Exploratory Study Of Refugees Joining Traditional German Soccer Clubs And Their Integration

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In the past few years hundreds of thousands of refugees have come to Germany in order to flee from conflict and war. The countries of origin of many of these people, such as Syria or Afghanistan, have a rather large cultural distance between their and German values, beliefs and norms. Hence, their integration into German society caused major controversies in politics and the media.

In the meantime, many of these refugees have joined over 3,000 rather traditional German sports clubs to play soccer (Egidius-Braun-Stiftung, 2016). As research has shown, sports have a huge potential to support integration, if necessary (pre)conditions are met (Stura & Johnston, 2014). However, it remains unknown if and how it actually works out in the current situation. Hence, this study aimed to investigate if and how these refugees get integrated into the club community and, eventually, into German society. The study focused especially on the potential supporting factors as well as those that hinder their integration.

Methods

This exploratory study used semi-structured interviews with 35 refugees as well as 32 professional as well as voluntary staff members in 15 clubs. The clubs were chosen based on club size (diverse numbers of memberships), numbers of refugees as well as the geographic location (urban as well as rural). To analyze the data, a mixed methods approach was used with a deductive and inductive approach.

Results (excerpt)

The majority of club members and refugees stated that their engagement supported the refugees' integration into club life and society. The biggest challenge was the language difficulties, even though their German proficiency level was very diverse. Some mentioned that they communicate in English, French or by using hands. In addition, this study has shown that including the refugees in teams that had at least one player from similar cultural background supported their integration. It helped the refugees getting to know their team members better and, eventually, supported a smooth integration into the team. This finding seems to support previous studies (Cunningham, 2010; Pettigrew & Tropp, 2006; Stura & Johnston, 2014). As they have shown, getting to know each other on a personal basis helps to remove bias and prejudice and supports integration. However, most club members claimed that it is only possible with a small number of refugees.

One of the main challenges club members reported referred to cultural differences, usually religious ones that are reflected in the clubs daily life. Most clubs respect these differences on the one hand; on the other hand they implied the danger for potential tensions. Hence, once reserved feelings on both sides get reduced, people should address how to handle those differences in order to avoid misunderstandings, conflicts and cultural separation.

Another main challenge referred to difficulties during competitions — especially in rural areas. Some of the refugee players were confronted with racist comments by several rival clubs or their fans. However, while most referees did not respond, the clubs where the refugees' were members, made efforts to protect their players and reported these instances to the Bavarian soccer confederation.

An finally, even though refugees and club members reported several challenges, the majority stressed that refugees should be integrated into sports clubs as soon as they arrive in Germany since it provides a tremendous support in terms of their integration into society.

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Brief Immersion, Rich Engagement: Researching Sport And Intergroup Relations In Fiji

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Aim

This paper discusses a post-colonial, ethnographic research journey based on sport and intergroup relations in a lower and middle income country (LMIC). The context is Fiji, where two sports embody different group identities: rugby = indigenous, and soccer = Indo-Fijian. These cultural forms co-exist, but embody ethnic separatism. The study focused on the basis for isolationism and exclusion, then asked locals whether they were content with ethnic silos in the two sports or envisaged a need for change. In pursuing that aim, this paper explores how scholars might carry out short-term ethnography in uncovering locally-driven responses to sport management problems in LMICs. It is centred on the experience of planning and conducting sport-for-development and peace (SDP) research into ethnic separatism in Fijian sport.

Theoretical background

Post-colonial SDP scholarship is understandably replete with criticisms of simplistic 'outsider' frames of reference: top down, one-way thinking is hardly conducive to the articulation of nuanced approaches to complex challenges in LMICs (Collison & Marchesseault, 2016). Such paternalism has been associated with 'othering' or 'orientalising' communities under focus, symbolically diluting their status as equals in the research process. It is a surprise, then, that ethnography is largely absent from the methods employed in the SDP field, for it is an approach that foregrounds local agency and seeks a holistic understanding of local realities (Schulenkorf, Sherry, & Rowe, 2016). Ethnography's limited application in SDP can be explained, in part, by the assumption that researchers need to be immersed in a society and culture for several months or even years, residing among locals for the duration. It is often not logistically feasible for scholars to spend these amounts of time in a host society (Hammersley, 2017). The question then becomes how researchers optimise an opportunity to undertake ethnographic field research, notwithstanding temporal limits imposed upon them — whether by universities, grant funding bodies, and so on.

Method

'Outsider' ethnographers have multiple challenges in terms of negotiating the spatial and temporal dimensions of their field work, as well as pursuing appropriate and authentic local engagement. The length and breadth of the present study was shaped by an adapted version of 'short term ethnography' that intensifies research to account for shorter periods spent in context than in longer ethnographies (Pink & Morgan, 2013). This approach allowed me, as an ethnographer, to frame a study that optimised use of available time, and — within those confines — establish rapport and trust among those with whom I engaged. The primary research took place in Fiji for nine weeks in the middle of 2015, but preceded by a 10 day 'reconnaissance' trip intended to establish contacts and prepare for ethnographic engagement over three months. For that duration I lived, ate, talked, trained and socialised with local people. I also travelled across selected regions of Fiji in an attempt to maximise time and space, while gleaning a rich variety of perspectives, meanings and realities. This journey involved a combination of research methods: semi-structured interviews, observation and policy analysis were complemented by local ways of communicating and revealing, such as by Talanoa (Vaioleti, 2016) in Kava circles (informal conversation circles centred on the consumption of the Kava drink). The project generated 49 interviews, 15 Kava circles and a 15k word reflective field diary.

Results

My ethnographic journey was intended to stay true to key aspects of the approach such as immersion and the positioning of local people at the centre of knowledge construction: thick description on the part of insiders, even if conveyed to an outsider. The data highlighted inclusion but more pronounced and damaging patterns of exclusion within Fijian sport — Indigenous dominated rugby and Indo-Fijian controlled soccer. While locals provided commentary as to whether they were content with ethnic silos in Fijian sport, or whether they anticipated a need for change along with potential solutions. In this regard the research objectives were achieved during the specified period. Notwithstanding my brief immersion in the research field, a significant bank of data was garnered, due to the effective and carful application of research strategies that maximised time, research quality and local agency. A methodological framework also emerged

from this endeavour that is now ready to be followed and/or tested in like contexts. In sum this research suggests that shortened ethnography — if strategically designed — can be an effective methodology in researching sport in LMIC settings, and therefore a useful addition to the SDP milieu.

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Swimming As A Gateway To Formal Education: A Sport-For-Development Investigation

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Introduction/purpose

One issue that Sport-for-Development (S4D) programs seek to address is access to formal education. The UNESCO Global Education Monitoring Report (2016) shows that ~263 million primary school age children are out of school worldwide. These data are amplified in Latin American nations where free education ranges from 0–3 years for pre-primary and 3–6 years for secondary (UNESCO, 2016). Youth in this region are denied access to formal education for numerous reasons and suffer from low-quality teaching, leading to dropouts and underachievement. These issues reflect the disparity in conditions promotive of educational achievement and encumber developmental outcomes realized via formal education (Bing, 2008). This study builds on S4D work by adopting a multi-phase, mixed-method approach to assess individual and community outcomes of a Nicaraguan swimming program. Nica Nadadores' mission is to provide children with education access and reinforce the skills necessary to navigate the education system. Nica's developmental approach is unique in the S4D space, whereby access to education is realized through swimming participation. Traditional S4D approaches might typically use swimming as the reward mechanism but here, education is the reward for swimming participation. The purpose of this presentation will be to discuss the initial qualitative phase of the research.

Literature review

The last two decades have seen a marked increase in the use of sport to impart positive social change in developing regions (Lyras & Welty Peachey, 2011). The United Nations' (UN) decision to incorporate S4D as part of its Millennium Development Goals (2000) helped spur such interest. Subsequent interest in S4D emanates from practitioners and academics supporting large-scale and local community endeavors aimed at social ills among the disadvantaged. Illustrated by sport organizations that operate under the S4D umbrella (Koo, Schulenkorf, & Adair, 2014), the concept has been widely adopted by governments, NGO's, and communities around the globe. The majority of S4D programs have targeted micro-level issues, while others have targeted larger meso/macro-level problems (Walker, Hills, & Heere, 2015). Despite a rise in resources and research devoted to S4D, planning, monitoring, and evaluation processes lack robust empirics to identify impacts and guide programming. This study seeks to address these gaps by considering both the development and delivery processes and the associated program impacts.

Method

The research team gained access to a swimming-based intervention for Nicaraguan youth aged 8–16 years old. The program was established in response to the lack of educational access and the need for leadership and personal advancement in the community of Chiquilistagua. The Nicaraguan case is interesting given the socialist nature of the government and the lack of emphasis placed on formal education. While data on net enrollment ratios and out of school rates are not available, the primary education completion rate in Nicaragua is 72% (2009–2014), the lowest among its neighboring nations (UNESCO, 2016). The multi-phase, 18-month analysis consists of: (1) document analyses, (2) participant, administrator, and parent focus groups, (3) questionnaires assessing attitudinal and education-related outcomes, and (4) econometrics to reveal school success probabilities based on program participant characteristics and a control sample. This presentation will discuss the findings from phases 1 and 2.

Results/discussion

Swimming in this context is more than a 'hook,' but rather a gateway. That is, participants must be enrolled in the swimming program for at least 6-months to receive a school scholarship. Parent (N = 13 participants) and participant focus groups (N = 24) revealed Nica has a positive and focused strategy to enable education access and reinforce those skills needed for educational success. Program participants must be engaged, positive, punctual, and demonstrate program citizenship to earn the scholarship. School attendance and grade checks are performed regularly in order to retain said scholarship. The focus group data showed several additional trends: (1) improved behavior and self-discipline (2) improved relationships with parents and family, (3) demonstrated leadership, and (4) reduced pejorative behavior and improved community citizenship. In the S4D literature, individual sports are largely absent, so documenting how swimming

offers unique benefits beyond other activities is important. At this early stage of the research, we assume the novelty of the activity (i.e., 93% of community residents cannot swim), (2) the direct ties of effort to swimming success, (3) the desire for education, and (3) access to a pool facility, are all markers of success. While early to draw any definitive conclusions about overall programmatic impacts, our initial evaluation suggests that the program is having a positive impact on participants and their community. However, there are sustainability, funding, and scaling issues that could pose threats in the future.

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Sport Management Education

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Physical Education Curricula: Focus About The Students Perception On Sport Management Discipline

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Purpose

Studies have shown that sports management as discipline integrated in the Bachelor degree in Physical Education professional are still incipient in Brazil (Mazzei & Bastos, 2012). To understand the importance attributed to this discipline, the present study aims to analyse the student's perception in relation to the sport management discipline in their academic formation.

Background

The university should be a privileged place where intellectual, moral, professional and political education of people take place, not being the educational processes which doesn't contribute to creation of autonomous citizens who are endowed with critical and reflective capacities (Bento, 2012). The curriculums should provide the students with a vast knowledge about their performance areas and make them ready for the actual labour market (Jones, Brooks & Mak, 2008; Parkhouse, 1987).

As stated by Won and Bravo (2009), this reality requires the knowledge of students' needs as well as the knowledge of the existing structures and the potentials in each region so that the work can be done properly in undergraduate programs.

Methodology

The study is a descriptive quantitative research. For the sample of the study 209 students were intentionally selected, of which 62.7% were male in the 20–22 age group (male: 49.62% and female: 51.28%), from the physical education undergraduate programs of the following six universities: Universidade Federal do Paraná, Universidade Tecnológica do Paraná, Pontifícia Universidade Católica do Paraná, Universidade Positivo, Faculdades Dom Bosco, Faculdades Integradas do Brasil, in city of Curitiba, Brasil.

A specific questionnaire was designed for the data collection which is composed by the following dimensions as bellow. The results were based on descriptive statistics (absolute and relative frequencies) and inferential (Pearson correlation) through IBM SPSS Statistics 21.0 software.

Results

Contents covered in class

In this dimension, 60.3% of students believe that discipline is important, however, they also underline that higher education institutions should provide more intervention in this area.

Contributions of the discipline to the professional job practice

In 51,2% the students claim that it's very important to be able to enter the job market. In this respect, we believe that the discipline will eventually enable future professionals take roles in the field that is in constant growth. As stated by Won and Bravo (2009); Mazzei and Bastos (2012), in this area there is a lack of knowledgeable sports professionals and this makes it necessary to educate the students to act as managers, collaborating for the promotion of a new sports culture.

Experience and the labour market

The results indicate that 55,9% had some experience with private institutions, 32,4% in public institutions and 11,7% had no experience. This statement is supported by Parkhouse (1987) as he claims that it's the universities' duty to maximize the professional skills of the students in physical education in relation to

sports management, otherwise if this reality is not taken into consideration, it will restrict the performance of the future professional.

Degree of importance

In 66,5% of the students reported that the contents taught in the course are acceptable to understand and to work in the are of sports management. In addition, the higher education institutions and academic staff should be a bridge between the students and the labor market stimulating their interaction with society according to the needs (Jones et al., 2008).

In relation to the contribution of the discipline for the entrance to labour market the Pearson coefficient showed that the importance dimension (r = 0.99) and dimension of experience in the labour market (r = 0.68) were the most valued by the students, and the dimension of the content covered in the class presented a negative correlation (r = -,177). The negative correlation is explained by the fact that the given subjects have been considered acceptable by the students, which suggests that they need to be more diversified and specific to sports management.

Conclusions and implications

The main conclusions point out that the sport management discipline addresses satisfactorily the concepts of the area, however there is a need to interconnect theory and practice. At the same time, it must understood that, this is an applied area that links multidisciplinary knowledge. It's also see that the perception of the students on sports management discipline and the contents covered in the classes, play an important role in the education and future exercise for job in sports organizations.

Because of this, the academic staff shouldn't only develop contents to cover the subjects but also point out to the real perspectives in professional job market seeking a better interface with reality of the field.

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Establishing Reliability And Validity In The Student Learning Outcomes Of A Unique Interdisciplinary Practitioner Based Graduate Program.

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Aim of project

The development of an interdisciplinary practitioner based graduate program must meet the demands of both potential doctoral students and accreditation standards. Establishing validity and reliability in student learning assessment is critical in providing a rigorous academic program, but can be challenging when the material is unique and non-traditional.

Theoretical background

Potential graduate students are seeking academic programs that allow them to balance work, life and school while receiving knowledge from experts in their desired field of study. Graduate programs using traditional means of assessing student learning outcomes may miss the applicability of the information gained when applied to the current needs of the sport industry. Incorporating the appropriate balance of traditional academic instruction with practitioner focused instruction provides the student with an opportunity to be successful in the field by using evidenced based decision making. The development of non-traditional student learning outcomes provides students and program directors an opportunity to gauge the effectiveness of the education programming in the real world rather than just the theoretical world. The appropriate assessment of these non-traditional student learning outcomes provides the instructor with assessments that are aligned with teaching and real world learning activities, empowering faculty to use the results for practical application improvement.

Methods

Providing practical learning outcome assessments is critical in developing academic programming for working professionals. Often times these practical learning outcomes are not found in traditional academic programs. Following the SACSCOC on-site review of the Global Sport Leadership (GSLD) program, the GSLD program coordinator worked with interdisciplinary faculty teaching in the GSLD program to refine the program's curriculum map. The GSLD program identified two direct assessment measures — one early in the curriculum and another near the end of a student's program of study. In an effort to ensure the validity of the assessment measures, practicing professionals from the US and abroad in each of the program's eight student learning outcome areas reviewed the student learning outcome, assignment instructions, evaluation rubric, and performance criteria. When indicated, feedback from the external consultants was used to revise assignment instructions and scoring rubric items. Once GSLD program faculty were confident that the measures used to assess program SLOs were valid, they focused on calibrating the rubrics using a process described on the University of Hawaii at Manoa assessment website (Hawaii, 2012). Teams of at least three faculty members (both internal and external to ETSU) met to calibrate each of the rubrics used for program assessment. Teams discussed the purpose of the rubrics, how the rubrics were developed, each rubric dimension, and how to apply the criteria. After reaching consensus on the rubric, each faculty member independently evaluated multiple assignment samples using the agreed upon rubric.

Results

The results of the SLO evaluations resulted in changes in instructions, rubric and assignment assessment. The combination of both practitioner and academic professional provides an appropriate benchmark for student learning outcomes. Because these outcomes will now be assessed using valid and reliable rubrics, both faculty and students will benefit from having clear expectations for performance. These improvements, while minor, are expected to improve the teaching and learning process through clear and consistent communication. As a result, students are better prepared to submit assignments that reflect the intent of the assessment to benefit them in practical application as well as meet academic rigor. Additional improvement plans will be documented as they are developed, based on the analysis of results. Effectiveness of improvements will be evaluated by faculty based on results from successive assessment cycles (Ayala et al., 2008; Yin, Tomita, & Shavelson, 2014).

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Exploring The Role Of Ego Development On Students' Perceptions Of Leadership Efficacy In Sport Management Programs

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Aim of the research

As part of a longitudinal study, the purpose of this research is to assess the association between ego development and leadership efficacy (LE) across the first year of an undergraduate sport management program. The utility of this research to the sport management and education literature is two-fold; first, theoretically, while the link between ego development and LE is intuitively valid, this association has yet to be empirically assessed.Second, given that DeLuca and Braunstein-Minkove (2016) highlight the need to understand "development" of sport leaders in a competitive and rapidly changing sport industry, the findings help sport management educators to directly and consciously meet this need through the advancement of research informed curricula.

Literature review

Loevinger's (1976) describes the concept of ego development as one's overall framework for making sense of the self and the world. Given higher — also called later — ego development level relates to one's overall development as a mature human being, one may view him or herself as more self-efficacious. That is, one may hold strong and positive beliefs toward his or her ability to obtain a career goal compared to another who may not have developed to commensurate higher ego developmental levels (e.g., Cook-Greuter, 2004). Given these associations, we suggest higher levels of ego development will influence LE.

Notably, Quigley (2013) found students' cognitive ability, as measured by their GMAT scores, was positively related to their level of leadership efficacy. While Quigley's (2013) findings have merit, scholars have failed to explain the mechanisms that cause individuals' cognitive ability to influence their perceptions of efficacy. Thus, in this paper, we suggest that level of ego development (i.e., students' cognitive capacity and perspective-taking ability, beyond standardized testing) plays a significant role in influencing sport management students' perceptions of LE and may help to further explain the mechanisms underlying such positive relationships. Within these relationships, we focus on vertical development. That is, we explore how one's interpretation of experience and views of reality transform through development of ever-expanding and deepening capacities to take on more perspective (Cook-Greuter, 2004), rather than lateral development (e.g., one's acquisition of new skills).

Methodology/research design/analysis

We adopted a mixed-method single-case case study design, such that quantitative surveys served as a baseline for analysis related to qualitative interviews assessing ego development and LE within an undergraduate sport management student population. The data for this presentation is longitudinal and exploratory in nature. Specifically, participants (n = 15) were surveyed at T1 (i.e., during the first two months of their undergraduate program), T2 (i.e., post-first academic year of their undergraduate program), and T3 (start of their second academic year). Further, participants were interviewed at T3 to discuss their perceptions of LE, leadership development, and aspects of ego development. At T3, the interviewer specifically asked participants to provide rationale that could address changes or shifts measured in LE scores.

Quantitative survey data were analyzed through analysis of variance to identify changes in participant LE scores from T1, T2, and T3. Further, participant ego development scores were generated by an expert scorer and contributed to a classification of ego development level for each participant. Qualitative data were analyzed based on open coding (e.g., identifying codes which highlighted leadership efficacy), followed by axial coding (e.g., collapsing codes and identifying emergent codes within the data), which were in sum related to developing an understanding of if and/or how ego development influences LE.

Results, discussion, and implications/conclusions

The results indicate that LE may fluctuate in a nonlinear fashion across an undergraduate program. Specifically, participants' belief in his or her ability to be in a leadership position and perform the tasks of a leader at T1 (M = 4.17, SD = 0.56) were slightly higher than T2 (M = 4.13, SD = 0.68); where these two times were lower than the T3 scores (M = 4.35, SD = 0.44). These results support Komarraju and Nadler's (2013) work, who note that factors within education such as peer comparison and programmatic elements link to components of Bandura's (1977) conceptualization of self-efficacy. Further, from the interview data, we uncovered themes that highlight fluctuations in LE are partially explained by ego development and emotional

state factors. Such research has implications for how to develop sport management curriculum such that educational experiences (e.g., experiential learning) can be strategically fostered to: 1) stimulate students' ego vertical development, in combination with their lateral development; and 2) more effectively develop future sport leaders for the realities of leading in the sport industry.

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Exploring Sport Manager's Role In Finland

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Aim of the research

The global market value of sport has grown enormously during the last decades and the industry has faced significant changes in revenue models, organizational structures and management practices. As an academic discipline, sport business management can be considered as a relatively young field of study despite that it has been taught at the degree programme level in hundreds of universities in USA and UK. And the need for systematic research and formal education has recently gained increasing attention among Finnish scholars and sport professionals. In 2013, Sport Business School Finland and Jyväskylä University launched a co-operation project to enhance the state of higher education in professional sport business management in Finland. The aim of this research was to explore the role of sport business managers and identify required competences and skills needed for these business professionals. Based on this aim two research questions were established:

RQ1. What are the characteristics of the sport business manager?

RQ2. What are the current and future key challenges for sport business managers?

Theoretical background

Due to the increased economic importance and the fierce competition for available resources, sport organisations are forced to apply solid business principles. Prior studies show how, for example, the on field-performance of a sport club correlates positively with its long term financial performance (Gomez, Kase & Urrutia, 2010). The strategic management process requires a precise analysis of the sport organisation's position in the highly competitive environment. The theoretical foundation for this research describes the complexity of the sport business environment, the necessity of strategic management and the most commonly used tools for competitive environmental analysis and performance measurement of the organisations (Kaplan & Norton, 1999; Porter, 2004). However, there is still an ongoing debate concerning to what extent sport can be treated similarly to any other business. Scarce resources need to be controlled and coordinated accordingly, and proactive approaches to strategic management help to reduce the uncertainty typical for sport organisations. The sport business framework model by Stewart and Smith (2010) discusses how the unique features of sport affect also the employed management practices.

Methodology, research design and data analysis

A qualitative research strategy was chosen for the research. The study was limited to professional and commercial sport organisations in Finland. The data collection was implemented through semi-structured interviews in which the aim was to discover what kinds of characteristics describe the profession sport business manager, how the informants define their roles and what kinds of business knowledge, professional competences and skills should be acquired for the future. Altogether, seven interviews were conducted among acknowledged sport business managers and professionals. The interviews were recorded and then transcribed after each interview session until a certain similarity or saturation of the answers was met. The data was analysed through content analysis method.

Resutls, discussion and implications

The educational backgrounds and the professional career paths of the informants were significantly diverse. The findings indicated that the definition of the term "sport business manager" is not fully unambiguous. The term was mostly used in two distinctive contexts and defined accordingly in two different ways. Sport business manager was seen either as a professional person in charge of the management of a sport club and its organization, or he was described as a person who manages the athlete's career, business or brand. However, the understanding of these two roles was more similar among the interviewees. The sport business manager was described as a professional position in a highly competitive international environment, where the unique roles of fans and volunteers, and the collective power of stakeholders and shareholders create elusive business contexts and specific challenges for the managers where utility maximisation is preferred over profit maximisation.

The results indicate that the Finnish sport industry seems to suffer from the same type of dysfunctional problems previously discussed by Stewart and Smith (2010). The constant poor financial performance of sport clubs and ongoing lack of resources are seen at least partly caused by the of lack distinct business

management knowledge and competences. The findings show that the future sport business managers must be able to use effective strategic management, marketing and IPR protection tools and techniques. Sport business managers must be particularly competent within the sport industry in order to create value and to satisfy the high expectations of shareholders and stakeholders.

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Exceeding Expectations: Internship Legacy In Sport Management

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Aim

This New Zealand case study reports on a document analysis of student reflections, post internship (N = 272) over the period 2007–2016 from Massey University's sport management program, The lead researcher's prolonged engagement in the program (over 20 years) also provides a unique insight into the facilitation and enhancement of reflective practices, student expectations, personal and professional development.

Theoretical background/literature review

The All Blacks have created a legacy of winning over the past century (Johnson, Martin & Watson, 2014). Outward Bound is another Kiwi organisation, with a motto 'to strive, and not to yield', that values 'greatness' and has been running programs with the belief that 'there's more to you than you think' (Martin, Dench & Paku, 2016). Both organisations are about 'developing people, developing teams'. In the context of internship programs, academic supervisors are a catalyst for creating personal change and professional development. Linking to McGregors' (1960) Theory Y of how human behaviour and motivation in the workplace assists in maximizing output, they aim to facilitate symbiotic relationships between the supervisors and student, which initiates aspects of self-actualization and self-esteem (Maslow, 1962). The importance of setting 'great expectations' for both students and supervisors should be emphasized in the induction process (Martin & Leberman, 2005). Throughout their internship students must be encouraged to be increasingly proactive, demonstrate initiative and add value to the organization. This transition involves them moving away from the student persona and towards producing an outstanding professional performance — grade 'A' (Martin, 2013).

Method/research design

In this case study, Thematic Content Analysis (TCA) of the students' open ended question responses involved searching (using Nvivo11) for common themes based on the model of analysis described by Braun and Clarke (2006). The lead researcher's prolonged engagement (over 20 years) and reflexivity also provides a unique perspective and insights "in a deeper and more sustained manner" (Anderson & Austin, 2012, p. 140). Narratives of self are highly personalized accounts that draw upon the experiences of the author/researcher (Ellis & Bochner, 2000; Sparkes, 2000). Whilst self-studies have been scarcely used when examining experiences associated with the management of sport, more recently Kerwin and Hoeber (2015) have encouraged personal reflection as a tool to strengthen methodological approaches in qualitative research.

Results/discussion

From 2002–2016, 42% of Massey University sport management internship students (500+) achieved A grades (the University guide for A grades is between 5–30%). In 2015–2016, 58% (29/50) of students achieved an 'A' grade with 18 of these achieving an 'A+' grade. The findings consistently pointed out the added value of the internship experience for the students in terms of achievement, enjoyment, reinforcing employment decisions, and developing positive industry/supervisor relationships. Some evidence, however, has shown inconsistencies in students' ability to critically reflect on their experiences despite the broad range of activities undertaken. This finding has resulted in a more in depth and proactive approach to facilitating student reflective activity prior to the commencement of the placement.

Conclusions/implications

By setting great expectations students have continued to add value to their internship organizations and many have exceeded expectations. Top students are commonly employed in their internship organization or by previous graduates of the same program in other sport organizations. However, whilst the focus of government and University strategy have increasingly been focused on developing work ready graduates, internship programs should be seen as more than just increasing graduates employability and as a catalyst for creating significant personal change and self-development. Leaders of internship programs are 'coaches' with the opportunity to set far greater aspirational goals and create alumni with a legacy of 'greatness'. However, they also need to help facilitate student leadership and critical reflection skills. Such activities have now been embedded into the program.

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Using Virtual Reality (VR) To Teach Sport Venue Management

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Aim of the project

The main objective of this project is to examine the feasibility of using virtual reality (VR) as a tool for experiential learning of sport venue management. VR is heavily promoted in the American marketplace. Faculty and students should be exposed to this medium and understand its capability for studying sports facility management and operations.

While VR has been discussed in education since the 1960s, it has begun to gain momentum as a viable, engaging, immersive education delivery mechanism as the technology advances and the cost of viewing devices decreases. Specifically, this project will examine strengths and weaknesses of VR as an educational tool to promote understanding of facility management. The presenters selected one of the largest sports complexes in the southeastern United States to exhibit VR capability. The primary users of this complex are traveling American youth teams participating in basketball, volleyball, soccer, lacrosse, gymnastics, beach volleyball or baseball competitions.

Theoretical background

Chen (1998) stated constructivism theory emphasized the combination of inputs from the senses, existing knowledge, and new information to develop a better and deeper understanding through active authentic and immersive learning activities. Jonassen, Hernandez-Serrano and Choi (2000) believed that virtual reality was well suited for providing exploratory learning environments which enabled students to learn through experimentation.

This project's content creation is justified by Helms (2013) who wrote that traveling youth sports are recession resistant and created a $7 billion economic impact. Further, youth sports and especially traveling teams, requires new facilities construction. As such there is a significant growth in the construction and management of youth sports facilities that can sustain large scale youth competitions. Hollander, as quoted by Mark Koba (2014), noted "youth sport tourism wasn't even a travel category four years ago, but now is the fastest growing segment in travel."

The educational challenge is to have students experience mega youth sports facilities without the cost or time of traveling to these locations. Thus, the authors have produced VR content of a rural sports complex to provide students an immersive experience of these facilities from anywhere.

Methodology and analysis

This project explores the development and use of VR content captured with a Rico Theta S 360 camera and rendered on a computer and a Samsung Galaxy S7 smartphone in VR goggles. The camera produced spherical images which were uploaded to a computer, processed and posted for viewing. Content can be rendered and manipulated as a 360 image on computer screens or by using a smartphone app with goggles. Viewers can move around the scenes, concentrating on areas of interest to understand topics such as relative location of services, revenue generators, spectator flow and facility preparation and maintenance

Short videos and images were shared with faculty and students across majors to gauge usability of the technology. Informal, positive feedback encouraged the authors to visit a mega-sports complex and record content at various sporting events.

A walking tour of the baseball complex was created for Youtube. A survey to assess the student's ability to observe opportunities for revenue generation and venue amenities was created. Students will view the 360 video and then participate in the survey. The survey will be administered in two classes prior to the conference.

Results, discussion and implications

Benefits and short-comings of VR were identified. Minimal training and cost ($350 USD) are required for faculty and students to create their own VR content, although technical support is not readily available at this time. Sharing content is more challenging. Future enhancements to technology should correct the current shortcomings of VR.

While audio and video quality is not professional, all viewers to date found the recordings acceptable and engaging. Students were receptive to a novel approach to learning and reacted to the content. However, individuals prone to seizures or dizziness must limit or avoid use.

Multiple spherical two-dimensional stills and videos of a youth sports complex were created for viewing from any location. Session attendees will be exposed to these recordings to exhibit VR capability and the results of the student surveys shared.

VR has the potential to provide a cost effective option for studying a venue without physically being present. It will be possible for students to experience such sporting events as Wimbledon or the Masters from the dorm room or classroom, or understand the facilities required to host a baseball or softball tournament with over 100 teams, 1,500 athletes and thousands of parents and college scouts.

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Literature Analysis Of Scientific Athlete Talent Identification

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Aim of abstract/paper

The process of athletes' development was initiated from their early age. According to the Holistic Athletic Career Model proposed by TTekavc, Wylleman and Erpič (2013), the athlete's career is divided into three levels including the Initiation level, the Development level, the Mastery level and the Discontinuation level. In order to ensure that athletes can achieve good results at Mastery level, how to select potential athletes at initiation level to train has become an important topic for each coach. In view of this, the paper collected literature related to the identification of athlete talent, statistical information and analysis of the identification methods to provide sports coaching reference.

Theoretical background or literature review

There are many different methods about athletic talent identification in different countries. They can be summarized into three common categories: 1) Systematic, governmental system; 2) Systematic, non-governmental systems; 3) Non-systematic approaches (Hadavi & Zarifi, 2009). In any case, it is critical to identify the potential athletes as early as possible and to equip them with appropriate training during the whole process of athlete cultivation (Vaeyens, Güllich, Warr & Philippaerts, 2009). From the perspective of methodology, the traditional way to athlete talent identification is based on athlete's performance ranking or the coach's past experiences. Due to the advancement of information technology, however, some coaches and scholars have come to realize the benefits of scientific methods for athlete talent identification. To elaborate, the essence of scientific talent identification relies on the adoption of scientific theories and advanced methods to make athlete talent identification a higher success rate through certain tests and experiments. Therefore, the main function of scientific talent identification is to find and discover the athlete's congenital athletic ability, and to exert athlete's congenital athletic capability through systematic training.

Methodology, research design and data analysis

Scientific athlete identification has been widely used in the current selection and training of athletes, but the actual identification mechanism does not have a clear approach. In order to fully understand the methods used by scientific talent identification, a systematic analysis of scientific-methodological literature was conducted in this study. As a result, this current study attempted to collect and analyze the relevant literature and to make contributions by synthesizing and generalizing the various methods. A total of 82 papers on athlete talent identification published from 1994 to 2015 were collected and collated. The items that were utilized for athlete talent identification as well as their corresponding sport categories were categorized and summarized in the final results.

Results, discussion and implications/conclusions

Through the literature discussion and classification, this study classified the index of athlete talent Identification into 10 categories, including body composition, physical fitness, physiology, psychology, technical ability, heredity, blood type, history, and intelligence. Furthermore, the study also collated the identification of different types of sports such as basketball, gymnastics, football, running, badminton, skiing, martial arts, shooting, billiards, bodybuilding, volleyball, tennis, baseball, light boat and other sports. Overall, the study presented these collated items and statistics in a clear form in the final report. It can provide sport coaches with different types of sports as a reference for athlete identification methods in the future.

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The Master Of Arts In Sports Ethics And Integrity (MAiSI)

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Context and objectives

The world of sport is increasingly beset by ethical problems, from corruption and match fixing to child protection, doping and illegal betting. The integrity of sporting bodies and competitions at every level are being brought into question, creating an urgent need to develop a coherent, professional response to these issues. The Master Of Arts In Sports Ethics And Integrity (MAiSI) consortium seeks to establish a new, internationally recognised, profession within the field of sports administration and governance in both public and private sectors. The objective is to develop a generation of postgraduate experts, selected from around the world, who will enrich sport agencies and organisations with their expertise in ethics and integrity and revolutionise the world of sport. Our uniquely innovative international Master level qualification will provide the underpinning knowledge, skills and experience necessary to establish this new profession.

Academic partners

The MAiSI benefits from the combined excellence of a team of internationally renowned scholars, scientists and experienced and successful practitioners from the world of sport. Swansea University (UK) is the coordinating institution. The other consortium partners are Katholieke Universiteit Leuven (Belgium), Universitat Pompeu Fabra Barcelona (Spain), University of Peloponnisos (Greece), Charles University Prague (Czech Republic), and Johannes Gutenberg University Mainz (Germany). The programme is accredited at all academic partner institutions.

Furthermore, we are supported by a diverse range of sports organisations, including Union of European Football Associations (UEFA), International Ice Hockey Federation (IIHF), German Olympic Sports Confederation (DOSB).

Content, structure and organisation

The MAiSI will equip students for high-level careers in sports administration and governance, with a focus on ethical sports, integrity and compliance. Students will receive training that enables them to identify ethical issues, engage in ethical analysis and argument and translate decisions into actions — the three core skills required to develop sports integrity. The MAiSI will support students in developing an ethical mind-set and transferable skills that are indispensable for addressing the value and integrity issues facing national and international sports organisations.

As from 2017, the programme is offered on a full-time basis commencing in September of each academic year and runs for two years. Depending on their year of entry to the programme, students will be based at the institutions as follows:

- Semester 1: Swansea.
- Semester 2: Leuven and Prague to host students on alternate years. Staff will travel in the other year.
- Semester 3: Mainz and Barcelona to host students on alternate years. Staff will travel in the other year.
- Semester 4: Students to be based at any of the consortium partners based on their thesis specialism.
- A summer school takes place in Ancient Olympia at the end of semester 2 and 4.

Target group and admission criteria

The MAiSI will start in September 2017. It consider applications from candidates with a first (1st) or second-class honours, upper division (2.1) degree (180 ECTS; this corresponds to a 2,0 grade in the German grading system). Due to the inter-disciplinary nature of the course, applications from any degree discipline will be considered. Examples of degree subject areas of particular relevance include Business, Management, Disability Studies, Ethics, Governance, History, Law, Philosophy, Social Sciences and Sports.

Due to considerable funding from the European Union, we are able to award a restricted number of Erasmus Mundus Joint Masters Degree scholarships for exceptional students from all over the world starting in September 2017. On basis of a continental allocation formula, these scholarships will help to provide access to the programme also for students from countries with less economic strength.

Aim of the presentation and learning outcomes

The aim of the presentation is to introduce the programme to an appropriate audience of academics and practitioners, who are likewise involved in delivering education in a field of increasing importance in academia and beyond. The past two decades have shown that there is an urgent need for higher education institutions to come up with innovative ideas in the training of students in order to prepare them for complex future challenges in sports administration. The nature of the issues faced demand from graduates to have expertise and competences in a broad range of topics that go beyond management and jurisprudence.

One important learning outcome of our presentation is thus to present the design and content of a programme we seem fit to provide first-class education to meet those challenges. We intend to stimulate further debate about how our experience can help enrich similar programmes and curricula at other universities and to discuss potential future developments.

Money Needs Management — Managers Need Money: Models For Careers And Compensation Of Sports Managers In Germany

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Aim of research

In the background of all activities in sport business, sport managers are the professionals who are responsible for daily business operations. Yet, they remain in the shadow of players, coaches and voluntary sport officials and are not in the public limelight. Sport managers (broadly speaking) are all people working in a specific position with sports-related administrative tasks. The aim of this project is to identify specific patterns within the education, compensation and career development of sport managers to provide a better understanding of the German sport management labour market.

Theoretical background

The abolishment of the Amateur rule by the IOC (1981), the big bang by private media corporations (in Germany 1984) and the German reunification (1989) brought professionalisation, commercialisation, globalisation, and privatisation to the sports industry and built the foundation for the development of sport management as a career option (Trosien, Ratz, & Hattemer, 2017). The sport branch can be divided into three sectors: non-profit, for-profit and public sport organisations. Additionally, there are sport managers working outside the sports branch in sport-related positions (Trosien, 2012). For some sport sectors or organisations, data on their sport managers is already available (Falk & Thieme, 2017; Goldmedia, 2013; Trosien et al., 2017). Grund (2013) found that individuals consider eight factors for an employee-initiated job change. Pay and type of work are the most important ones. He acknowledges that more insights may be found by analysing the whole working life of individuals.

Methodology, research design and data analysis

The research project is based on various individual studies with the long-term objective to analyse all sports managers in Germany by using the same basic questionnaire design. The first two surveys were conducted with the Federation of Sports Economists and Sports Managers (Verband für Sportökonomie/-management, VSD) in 2016/2017. Every member and newsletter subscriber of the organisation was able to take part (random sampling) leading to 432 responses with 74 per cent male participants (typical for the sport market) and an average age of 33 years. Additional data was derived from an extended survey among CEOs (n = 12) of national sport federations by contacting all executives individually (purposive sampling).

Results, discussion and implications

Job changes and satisfaction

On average, people changed their job 1.5 times. Only the minority of the participants has never changed their job (23%). Sport managers receive their satisfaction from their job content rather than from the compensation. Among the managers without a job change, 52 per cent were satisfied or very satisfied with their position. However, only 40 per cent were satisfied or very satisfied with their compensation. Comparing sport managers who have changed their position twice or more, 67 per cent are happy or very happy with their current job and 55 per cent of those were satisfied or very satisfied with their salary as well. This indicates that sport managers are willing to change their job for higher salaries. This supports the theory by Grund (2013), highlighting that the pay of work is a major driver for employee-initiated job changes. With this data about the job changes and sector of the employer, the authors identified at least five different models of sport manager career paths (starters, loyals, sport insiders, experts and returnees).

Differences in compensation

Although professionalisation has taken place, there are still considerable differences in compensation of the sports managers — often without consideration of their (academic) education and compensation in other branches. The best-paid sport managers (more than 100.000 Euro per year) were exclusively male, often employed in their organisations for many years, and they had at least one position outside the sport branch. All of them had completed at least a degree programme, and for 68 per cent this was a sport economics or sport management course. The other 32 per cent hold degrees in sport sciences.

Outlook

It was surprising that all best-paid managers had a sport-related academic education, as this does not seem to represent the whole sport market in which highly-paid managers come from a professional sport career or other academic backgrounds. Therefore, these findings will be compared to sport managers with different educational backgrounds in the next surveys. In conclusion, given the large sums of money transferred in the sport business and the complex tasks and responsibilities, well-educated managers are needed who are satisfied with their job attributes, but who demand adequate compensation as well. This lead to a salary rise for top sport managers according to recent press releases, but also to increasingly public awareness for those executives.

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Broader, New And Critical Aspects Of Sport Management

Track Chair: Tim Breitbarth, Bournemouth University

Country Branding: An Analysis Of Qatar As Preferred Sports Destination

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Aim of the research paper

This study aims to analyse how an emerging country like Qatar creates its own brand as preferred sport destination, specifically to become a global sports hub. The authors intend to examine Qatar's potential as a country brand based on sport tourism investment opportunities in and outside Qatar which includes hosting international sporting events. In parallel to Qatar's National Vision 2030 concentrating the four pillars of development (human, social, economic and environment) are analysed. The academic literature of interest is the Sport Value Framework combined with stakeholder approach and Country of Origin theory for sport product and services. Axes of investigation are to what extent Qatar uses its resources to position itself as a country brand for sports, the stakeholders' perception after being globally criticised to host FIFA 2022 World Cup and what Qatar can learn from the other countries' performance, which have established its own brand in the sport industry like France.

Theoretical background/literature review

Country branding focusing on sport needs the engagement of multiple stakeholders. A country brand should be conceptualised, measured and executed at sublevels, such as tourism destination, export source, and cultural centre (Fan, 2010). In the academic literature, factors such as gaining international prestige, achieving national unity and improving the country's infrastructure are emphasised. Qatar is using events to reinvent the image of the nation and position itself as a destination for hosting sport events as well as increasing its profile internationally in addition to gaining a competitive edge regionally in terms of the sport sector (Khodr, 2012). Qatari residents' impact perceptions in hosting the FIFA 2022 World Cup (Al-Emadi, Kaplanidou, Diop, Sagas, Le & Al-Ali Mustafa, 2016) were also examined. Other explanatory factors include economic sustainability, diversification plans, tourism-related policies and social development strategies. Country-of-Origin image, together with sports product category-country associations enables the creation of brands in sport (Gerke, Chanavat, & Benson-Rea, 2014). This study analyses to what extent this concept could be the strategy of Qatar; creating a CoO brand that people will commonly associate with a particular sport product and service. The concept of sport value creation according to Woratschek, Horbel, & Popp (2014) can be useful concept to analyse Qatar's efforts to build a CoO image related to specific sport-product categories and services. The meso-level in the Sports Value Framework explains that value is co-created by stakeholders. This concept can be linked to the stakeholder approach because branding highlights the role of a firm's stakeholders in the brand creation process. Examples of existing CoO brand in sport marketing and sport tourism investments are Qatar Airways (sponsorship), BeIN Sports (media), Aspire Zone (sport science/facilities), Burrda (sports gear), which are all established in Qatar.

Methodology, research design, and data analysis

This research uses qualitative and quantitative data collection methods. Quantitative data collection is used for macroeconomic analyses. Historical backgrounds are obtained through secondary research using government reports, published international research books, newspaper and journal articles. Qualitative data collection uses semi-structured interviews with political and business leaders as a strong source of information because of their knowledge regarding Qatar's policies and investments related to the sports industry. We include Qatar Olympic Committee, Supreme Committee for Delivery and Legacy, Aspire Zone Foundation, International Centre for Sport Security, International Sport Organizations, Qatar Sport Investment and respective Ministries, to act as country branding enablers. We chose the organizations because engaging multiple stakeholders has importance in cross-sectoral linkages in sports. Interviews in Qatar are based on stakeholder's perspective on leadership performance. Explanatory data from experts in sport industry on how they perceive Qatar as a country brand for sport is significant. Expected outcomes will how Qatar's realises its potential to be recognized as global sports hub.

Results, discussions, and implications/conclusions

Qatar ranked 63 in Good Country Index 2016, which measures how a country contributes to the common good of humanity, while it was classified as 'status country' in Country Brand Index 2014–2015 which identifies brand development opportunity in perceptions of Culture, Tourism and 'Made In'. A country to be branded as sport preferred destination must be measured on leadership performance of the stakeholders. What Qatar can learn from France as a country brand for sport is its strong legacy in maintaining sporting success globally. For the case of Qatar, success factors include its capability to host international sporting events; promoting sport tourism recognising its own brand products and services; showcasing state of the art facilities, athletes' well-being and awareness of sport as a quality of life; a first of its kind in the Middle East.

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The Use Of Grounded Theory Method In Sport Management Research: A Systematic Review

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Aim of the research/project

This project aims to carry out a systematic review about the use of the Grounded Theory method in studies of the area of Sports Management.

Theoretical background or literature review

The Grounded Theory method was first presented by Barley Glaser and Anselm Strauss in 1967 through the publication "The Discovery of Grounded Theory". Glasser (2004) brings the idea that Grounded Theory is a methodology, whereas for Strauss and Corbin (2008), it is a method, in which the theory derives from the data, which were systematically gathered through a research process, where collection of data, analysis and theory maintains a close relationship. Grounded Theory emphasizes the development and discovery of a theory rather than testing hypotheses or a pre-existing framework. The Grounded Theory method has been associated with different areas of knowledge, such as administration and health. According to Sotiriadou and Shilbury (2010), this methodological approach neglected by the sport management field, not having many works that use this method to develop their research. The authors advocate the use of Grounded Theory in sport management, because is an area that is relatively new, and the use will enable research to make original contributions. After 7 years of publication of Sotiriadou and Shilbury (2010), a systematic review about the use of the method in researches in the area of sport management allows the exploration of a subject still underutilized in this methodological perspective, increasing the knowledge in the area and verifying if there was growth of the area in this sense.

Methodology, research design, and data analysis

A bibliographic search of publications of articles in the SCOPUS database was carried out using the terms "sport management" and "grounded theory". All publications that presented the terms in their full text were selected. The research area, periodical or year of publication was not specified, that is, the data obtained ranged from the first publication registered in the database until the date of data collection, held in March 2017. 614 publications were identified, which were excluded duplicates and those in the form of expert opinion, commercial publications, books, books chapters and studies published in annals of events. After this filter, 561 articles were left. The abstracts were read by two researchers in order to confirm that they used the method in an empirical research in sport management. When the abstract did not provide the necessary information, was read the method section. Was exclude 528 articles (9 without access to the full text, 1 in French language and 518 that do not used grounded theory in a sport management research). After this reading, 33 articles were selected and analyzed through the technique of content analysis, following the steps of preanalysis, analytical description and interpretation (Bardin, 2009). The categories established a priori were the eight core elements of grounded theory describe by Weed (2009) to verify if the research has the sufficient conditions for grounded theory, instruments utilized, theoretical background, year and journal.

Results, discussion, and implications/conclusions

The results show that 2016, 2015 and 2014 were the years that had the most number of publications. The "Sport Management Review" and "Journal of Sport Management" have the major number of publications, but were identified 22 different journals. The interview is the most common instrument used in the researches, and the most cited theoretical background for the use of method are Glaser and Straus (1967) and Strauss and Cobin (2008) publications, although Charmaz (2006) also been used by the authors. In concern to eight core elements of grounded theory, only 4 articles present all the elements. Others 4 articles do not present any element. The theoretical sampling and saturation were the elements that do not appear in more than half articles. Otherwise, the theoretical sensitivity and the grounded a substantive theory is present in most researches. Is important to note that, of the 518 articles exclude of the analysis, 156 use the grounded theory references in some part of the methodology, in most cases to analyze the data. These results reflect that grounded theory approach is not easy to put into practice, mainly when all core elements are considered. Researchers should to consider if their study is appropriate for a grounded theory design (including theoretical sampling, iterative data collection and others elements). An incomplete

use of the methodology can compromise the quality of the research. Considering the growing interest in used the method, this reflection can contribute to development and enhancement of research quality in sport management area.

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Actual Trends Of Business And Transfer Market In The Central And Eastern European Professional Football

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Aim of the research

The aim of the paper is to interpret and examine the efficiency of Central Eastern European (CEE) region's professional football clubs on the international football markets. The relevance of the paper stems from the fact that there had been no earlier complex research about the football results and efficiency of the CEE region. At the same time, it can be enlightening also on an international level, because the nine countries together can be considered a significant market. More than 25 years after the regime change and 10 years after joining the European Union they still have their particular arrangements, mixed ownership (business-state). Moreover, many championships and clubs in the region work with considerable political interference, and at the same time they give many talented players to the best championships.

The research question of the paper is how can the sports achievements, business operation and transfer market income of Central-Eastern-European football clubs in the past ten years be evaluated?

Theoretical background

The paper reviews the literature of human resources management in sport, the globalization of sport and operations of football players' transfers. The research reviews the relevant literature about sport success and financial results of leagues and clubs of the examined region.

The paper contributes to the literature of business economics, with a special regard to the unique business operations in professional sport. The region that used to achieve great success both on the level of national teams and clubs in earlier decades now lags behind Western Europe both in sport achievements and in a financial sense — mainly due to the lack of international consumers. On the other hand, it is excellent at export sales on players' level, and can be considered one of the main resources of players among all the regions in European football. The research fills a gap in the literature because there has not yet been published any paper focusing on the football of the CEE-region.

Methodology, research design and data analysis

The research investigates the relationship between sport success and transfer revenues. CEE region means nine countries: Bulgaria, Croatia, the Czech Republic, Hungary, Poland, Romania, Serbia, Slovakia and Slovenia. Common characteristics of them are the followings: post-socialist historical background (similar tradition, economy, culture, external environment) and EU membership or candidate member of the EU (Serbia).

During the research we used both secondary and primer methodology. In the secondary research we studied papers about the business operations and players market achievements of international football with a focus on Central-Eastern-Europe (using mostly UEFA and CIES studies from 2008 to 2016), then we designed a primary database to have an understanding of the place Central-Eastern-European championships, clubs and players have in international football.

The research used data of reliable statistical websites, like transfermarkt.de and uefa.com. We collected data about squad of clubs (1,261 data lines and 6 variables from 2006 to 2014 in 9 countries), value of players (2,250 data lines and 5 variables in 9 countries) and transfers (2,102 data lines and seven parameters from 2006 to 2016 in 9 countries).

Results

Both professional and financial competitiveness of the CEE region can be considered weak in European football. 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 and on the field of player sales. The international trend that sport success is concentrated can be noticed also in this region, too, and it also means the concentration of financial success. For players in the championships of the region, a Polish or Romanian team can mean the stepping stone towards a stronger Western-European championship. Also, they start their local and international career at an increasingly earlier age. If we observe the value of player sales compared to the size and economic power of the country, it can be seen that greatest export is conducted by Romania, Serbia and Croatia, among them due to smaller size Croatia and Serbia are the most efficient exporters.

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Go Green Or Get The Green: An Analysis Of Environmentally-Focused Professional Sport CSR Determinants

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Aim of the research

Sport's inherent qualities (e.g., equality, access, diversity) and unique features (e.g., mass media distribution, positive health impacts, cultural understanding and integration) allow professional sport teams the potential to contribute positively to some of society's key problems (Smith & Westerbeek, 2007). Professional sport teams have moved towards developing approaches linked to the environmental dimension of CSR in an effort to realize cost savings, which Babiak and Trendafilova (2011) suggest is indicative of the centrality of environmental sustainability as a business practice. Understanding CSR strategically as a business opportunity (i.e., the connection between CSR and corporate financial performance) in many instances makes sense. However, there are corporations who understand their social responsibility through a more altruistic lens whereby the needs of stakeholders are prioritized. Specifically, the range of stakeholders in the sport industry now includes pro-environmental groups and the local community, which has emerged beyond the traditional view that included only suppliers, owners, shareholders, customers, and employees (McCullough, 2015). Alternatively, organizations are looking to strike a balance by aligning corporate and community benefit to justify CSR efforts and maximize return on investment.

The aim of this presentation is to analyze the determinants that are driving professional sport teams across the five major leagues in the United States and Canada to engage in environmentally-focused Corporate Social Responsibility (CSR) activities. Specifically, using Babiak and Wolfe's (2009) proposed CSR framework, the aim will be to consider the role of environmental CSR within the corporate financial performance-social responsibility mix. Furthermore, this paper intends to understand the relationship between determinants and thematic variances of environmental CSR in professional sport.

Literature review

Motives driving social responsibility within professional sport are complex. Through applying a resource-based approach, Babiak and Wolfe (2009) discovered that in the professional sport industry both internal (context, content, constituents, control, and cause) and external (valuable, rare, and inimitable) determinants are at play. Based on this propensity of an organization to be internally or externally inclined, Babiak and Wolfe categorize CSR delivery in to four dimensions: stakeholder-centric, strategic, corporate-centric, and ad hoc. More importantly, Babiak and Wolfe's findings, which have been reified by other scholars, suggest that a movement is taking place in which organizations are departing, while not totally, from purely intrinsic motivations with objectives congruent with the economic bottom line, to a broader responsibility that is determined by an organization's external orientation.

Babiak and Wolfe (2009) also suggest that internal and external determinants influence the types of CSR activities that organizations are likely to enter in to. For example, "An organization with a high internal resource orientation and a low external orientation is classified as practicing corporate-centric CSR" (p. 735). Stakeholder-centric CSR is the opposite scenario where an organization demonstrates high external resource orientation and low internal orientation. These organizations are demonstrating borderline altruistic intentions by prioritizing meeting societal needs over their own economic bottom line. The other CSR-typology of note is strategic-CSR, which is when an organization emphasizes "synergies between their core business activities and CSR" (p. 735) — in other words, recognizing both internal and external determinants. Furthermore, Babiak and Wolfe argue that strategic-CSR is the optimal approach.

Methodology, research design, and data analysis

The content analysis includes 143 professional sport team websites and Google key word searches to capture disclosed CSR initiatives, both in-stadium and out-of-stadium, with an environmental sustainability focus. The researchers are adopting a coding frame based on a similar analysis undertaken by Blankenbuehler and Kunz (2014) who differentiated "green initiatives" into nine categories: Recycling, energy efficiency, water conservation, alternate transportation, waste reduction, LEED, food-donated, recycled paper products, and solar. In addition to categorizing the CSR initiatives by sustainable theme, we are also applying Babiak and Wolfe's (2009) CSR framework to understand whether these initiatives were 1) making use of core competencies, and 2) meeting community and/or corporate needs.

Results, discussion, and implications

Data collection is currently underway; therefore, results will be discussed in their entirety during the presentation. This research will build on both Babiak and Wolfe (2009) and Blankenbuehler and Kunz (2014) to understand if, how, and where sport organizations are implementing environmental CSR strategically. Understanding the implementation of environmental CSR initiatives is important given the current influx of such initiatives and the current political climate around environmental initiatives in the United States. Therefore, the presentation will be undergirded by a contextualization of the current structural level motivations for implementing environmental CSR initiatives in order to discuss the generalizability to other sport leagues; for example, European professional sport leagues.

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Leaving Sport: A Meta-Analysis Of Racial Differences In Occupational Turnover

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Aim of the research

In many sport contexts, racial minorities participate at levels that are beyond their representation in society. Despite the opportunities for participation, racial minorities remain largely under-represented in coaching and administrative roles (for an overview, see Cunningham, 2015). In offering explanations for this phenomena, some researchers have suggested that racial minorities leave the sport context sooner than do Whites (e.g., Cunningham, 2010). The purpose of this study was to examine the efficacy of these claims through meta-analysis.

Theoretical background

We ground our work in systemic racism theory (Feagin, 2006), which suggests that racism is endemic in society and its institutions. One such institution is sport, where racial minorities have long been oppressed and Whiteness is the standard (see also Hylton, 2005). From a systemic racism perspective, racial minorities are likely to experience barriers in the form of discrimination and limited opportunities for career advancement. Faced with these dim job prospects, racial minorities might then might pursue other work opportunities, outside of sport. These possibilities suggest that, relative to Whites, racial minorities working in sport are likely to experience discrimination (Hypothesis 1), have fewer advancement opportunities (Hypothesis 2), and have higher occupational turnover intentions (Hypothesis 3).

While individual researchers have explored these topics through qualitative and, in some cases, quantitative analyses, systematic integration of these findings is lacking. Therein lies the importance of meta-analysis, or a "quantitative procedures used to statistically combine the results of studies" (Cooper, 2009, p. 6). Through this technique, researchers are able to parcel out sources of error to determine better estimates of effect. Despite the benefits of meta-analysis, no researchers have employed this technique to examine racism and discrimination in sport. In this study, we address this shortcoming.

Methodology, research design, and data analysis

We examined these hypotheses through meta-analysis and began by searching relevant studies. We searched various databases, including PSYCArticles, Sport Discuss, and EBSCO for articles, theses, and dissertations on the topic. We also manually reviewed the reference lists of the works we initially identified.

Studies were included if they were quantitative in nature (a necessary condition for meta-analysis), measured the constructs under consideration, and included the necessary statistical information for data aggregation. We used Comprehensive Meta-Analysis software to analyze the data. For each hypothesis, we report the effect size (d), 90 percent confidence interval, and associated z-score and p-value.

Results, discussion, and implications

Five studies were included in the analysis, with a collective sample of 1244 persons working in sport. Consistent with Hypothesis 1, racial minorities reported greater discrimination than their White peers: $d = .735$ (90% CI: .510, .961), $z = 6.382$, $p < .001$. Hypothesis 2 was also supported, as racial minorities anticipated fewer opportunities for career advancement: $d = -.414$ (90% CI: -.567, -.262), $z = -5.314$, $p < .001$. Finally, racial minorities had greater occupational turnover intentions than did Whites: $d = .273$ (90% CI: .137, .408), $z = 3.947$, $p < .001$; thus, Hypothesis 3 was also supported.

Findings from the study support systemic racism theory (Feagin, 2006) and the notion that one reason for the under-representation of racial minorities in leadership positions is their faster exist from the profession, relative to Whites. That noted, the meta-analysis allowed us to examine the magnitude of the differences via effect sizes. While the effects of discrimination and advancement opportunities were large and medium, respectively, the effect size for occupational turnover was statistically significant but practically small (Cohen, 1988). Thus, although they experience various forms of systemic bias, racial minorities are only slightly more likely to leave sport. One way to reverse this trend is to make sport more inclusive, ensuring all persons have the chance to succeed.

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The Autonomization Of Chinese Sports Organisation: The Case Of Professional Football Management System

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Football is a pioneer in Chinese sports since it has been subjected to a series of market-oriented reforms. The paper aims to investigate the evolution of the interaction between the primary stakeholders in professional football in China over the past 20 years, with emphasis on the issue of autonomy, in a broad economic, political and cultural context.

The key research questions are thus as follows:

1. What is the degree of autonomy of the current Chinese Football Association (CFA)?
2. Has there been any evolution of the level of autonomy of the CFA with regard to the government?
3. If such a notable evolution has occurred in recent years, what are the main driving forces?

Two complementary theoretical approaches, stakeholder theory and the theory of autonomy (Chappelet, 2010; Geeraert, Mrkonjic & Chappelet, 2015), are taken for the analysis of the data. Despite the importance of the theory of autonomy and stakeholder theory in sports governance, there is no research employing the autonomy theory to explain and evaluate the action of the main stakeholders shaping the sports system. Surprisingly, there has been no research into the evolution of the governance between the major stakeholders in the Chinese football system, and ways in which their interactions have shaped the football system. On the one hand, some of the previous research focuses on how the Chinese football policy and system have developed in the context of historical evolution since 1949 (Dong & Mangan, 2001) or the evolution of the governance system in the context of globalization (Amara et al., 2005) or to what extent and how the Chinese government has attempted to deal with its relationship to global sports (Tan & Bairner, 2010). Other research (Liang, 2014) employs a mainstream stakeholder approach in the context of Chinese football club governance, especially from a club's perspective. The focus of the study is on the relationship between the structure and the reality on the ground; since no previous research has been conducted in this field with this focus, it is essentially exploratory in nature.

The study adopts a critical realism view which accepts an objective reality free of independence of mind, while at the same time accepting the influences of cognition. In this regard, stakeholder theory holds a clear identity of critical realism, with an understanding of 'real' structures. In addition, stakeholder theory attempts to capture the nature of actors and structures by virtue of paying attention to the continuously changing structure-agency: agency at one point could become a structure for the next action. Autonomy theory is also useful for the study as it attempts to analyze the interactions between diverse stakeholders in the sports system in order to understand the nature of their actions and how they operate.

The empirical analysis adopts a longitudinal single-case approach, based on semi- structured interviews and documentary materials. The perceptions of diverse stakeholders were reviewed in order to understand the nature of their actions and how they operate. Document analysis and semi-structured interviews were subject to coding and analysis, which were undertaken with a thematic content analysis approach. In our study, 5 interviewswere carried out with the government officials from Sports Ministry, the CFA, the provincial level sports department and the provincial football association. In addition, 9 interviews were conducted with interviewees from the professional leagues, clubs, players, the media and fan. Academics were also interviewed. The official documents include yearbooks, official regulations, official statistics, reminiscences, and reports or regulations from the official websites of Sports Ministry, COC and CFA. They are authoritative and can offer us triangulating accounts. On the other hand, a considerable amount of sport information is presented in media formats. In order to triangulate the data, media reports are taken from various sources.

The results suggest that the autonomy of the CFA does change over the last 20 years. From 1992 to 2003, the CFA enjoyed more autonomy. The football management reform, internationalization and commercialization had played a role in the increasing level of autonomy. However, the player's quest for individual freedom, commercial pressures and governmental intervention had curtailed actual autonomy of the CFA. From 2004 to 2014, the CFA's legal autonomy declined, attributed to pressures from stakeholders. However, the changing level of financial, political and pyramidal autonomy cannot be identified. Commercial pressures, corruption and personal connections curtailed actual autonomy of the CFA. Based on the Chinese case, it could shed light on other major emerging countries, raising the question of the pertinence of the European idea of sports autonomy in the 21st century.

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The Dynamics Of The Global Factory: Building A New Sport Manufacturing Cluster

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Background and aim of the research

The value of Taiwanese bicycle exports has grown from US$0.9 billion in 1990 to US$1.7 billion in 2014. While the quantity of bikes exported over this period has reduced by fifty per cent, the value per bike has grown almost five-fold (Taiwan Bicycle Association, 2015). Even when taking into account the inflation rate, this represents a significant and rapid increase in exports that was realised mainly through higher unit prices.

The purpose of this paper is to investigate the case of the Taiwan cycle industry from a cross-sectional perspective to understand the success factors of localised industries and how they fit into global supply chains. Six factors of cluster development are scrutinised: geo-economic, sport-related, socio-economic, political, geographical, and historical (Gerke, Desbordes, & Dickson, 2015). The actors of this rising cluster and their relationships are then analysed to understand how firms build a strong position in the global value chain to create and retain value, rather than being outsource partners or OEM manufacturers.

Theoretical background and literature review

Industrial clusters are an alternative form of economic organisation to the fordist mass production and are based on flexible specialisation. Clusters consist of geographical proximate organisations — primarily small- and medium-sized enterprises and related organisations — with activities in the same or similar sectors. Cluster members are interconnected through social and economic interdependencies, commonalities, and complementarities (Porter, 1998).

The observation of the recent success of the Taiwanese bicycle industry prompts the question of how it achieved this increase in value, given that much discussion of the "global factory" is about low costs, with globally-coordinated production bringing efficiencies (Buckley, 2011). The global factory — featuring a "system of globally-inter-connected firms" — is a key factor in the development of the global economy (Buckley, 2011) and is a particular feature of the participation of emerging economies in global value chains (Buckley & Strange, 2015).

Methods, research design, and data analysis

This study is based on a single holistic case study of a national industry using semi-structured interviews with cycle firms and related organisations as the primary data source complemented by observations and secondary data. We conducted 21 formal semi-structured interviews and four informal exploratory interviews. All interviews were conducted in person on site during a cycle trade show. Interviews were either conducted in English or in Chinese with an interpreter. All interviews were transcribed by a bilingual Chinese native speaker.

Data is analysed with Nvivo 10 using pre-defined coding themes based on the sport cluster model (Gerke et al., 2015). The purpose is to identify location-specific factors, cluster members, and their linkages to understand the Taiwanese cycle industry, to what extent it corresponds to a cluster, and in what way it corresponds to the concept of the global factory.

Results, discussion, and conclusions

Preliminary data analysis indicates that location-specific factors favour the emergence and development of a sport industry cluster around cycling in Taiwan. Actors of the Taiwan cycle industry are clustered in the south of the country and many of them engage actively in innovation. While some managers of established firms have started to take initiative moving from manufacturer to innovator, others remain in a pure manufacturer perspective rather than in the perspective of being creative developers. In addition, there are still only few start-up companies contributing to the transition process from OEM to innovative cluster member.

Local demand for cycling products has traditionally been low in Taiwan but this is changing. Participation in cycling through the local population as sport or recreational activity has been increasing over the last decades. The participation in cycling at amateur level by local population and visitors has increased through the construction of cycle paths, cycle tourism, and cycle events. Cycling as professional sport is still underdeveloped at national level and hence it is only foreign elite athletes that stimulate innovation within certain companies but not professional sport at national level. The role of these sport-related location-specific

factors for the cycling cluster are analysed to investigate to what extent this cluster is a specific sport cluster as opposed to a regular cluster.

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The Role Of Leadership And Culture In Managing Mental Health And Wellbeing In Professional Football — A Review Of Literature

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Aim of the research/project

This presentation will outline the rationale and early review of literature for my PhD research, which aims to a) critically explore mental health and wellbeing management within professional football academies in the UK, and b) consider the role of positive mental health as a contributing factor for athlete success in the long term.

Literature review

A systematic review by Rice, Purcell, De Silva, Mawren, McGorry and Parker (2016) highlighted the prevalence of mental health illness among elite athletes covering a spectrum of conditions including low self-esteem/confidence, anger, substance misuse, stress, anxiety, depression. As a result, Rice, Purcell, De Silva, Mawren, McGorry, & Parker (2016, p. 1333) call for "the need for more high quality epidemiological and intervention studies" to inform strategies to identify and manage athletes.

To be clear, this research will aim to bridge this gap in exploring the issues from an organisational management perspective, with a focus upon the influence of oganisational culture and behaviors, as opposed to delivering epidemiological (clinical) based insight. For example, McDougall, Nesti and Richardson (2015) highlight the challenges of delivering sport psychology support in elite and professional sport, stating building relationships within practical settings, the influences of elite sport cultures and the 'thriving and surviving' nature of the role as barriers to effective practice.

This influence of culture(s), and the sub-themes highlighted by McDougall et al. (2015), can be intrinsically linked with management, governance and leadership. In 2014, Football's world governing body, FIFA, acknowledged a clear lack of understanding into mental health and well being provision in professional football, given the lack of empirical research (FIFAPro, 2014). However, a later study by FIFAPro found 26% (n = 180) of the current professional footballers reported to have some mental health problems, whilst this overall figure increased to 41% (n = 121) for retired players, who took part in the qualitative study.

As elite football clubs are becoming more professional and compete for commercial and sporting success on a global scale, the pressures of this success across club and academies structures are increasingly apparent. High profile examples of increasing, antidotal cases suggest professional footballers are suffering from a spectrum of mental health conditions, as outlined by Rice et al. (2016). At the same time, clubs are adopting strategies where players are recruited as young as nine years old to be developed and sold as commodities for financial gains, strategies arguably more clear than those which focus on mental health and wellbeing of the athletes as employees. In addition, the Elite Player Performance Plan (EPPP), a long term strategy launched in the UK, in 2011 aims to develop more and better footballers, however, it has no specific focus on mental health and well being provision, despite sections on 'welfare and lifestyle management' and 'sport science'.

Rice et al. (2016, p. 1333) suggest "elite athletes experience a broadly comparable risk of high-prevalence mental disorders (i.e. anxiety, depression) relative to the general population", whilst those who suffer injury, performance difficulty and/or approaching retirement have a greater risk of mental illness/disorder — football clubs need to consider the need and implication for intervention studies and evidenced based outcomes.

This paper is informed through a systematic review of literature across a) clinical psychology, to highlight the prevalence of issues in the management of mental health in wider societal settings, before considering b) management and leadership studies; to develop the argument in tightening the link between employee wellbeing and performance offered by Baptiste (2008). Uniquely, the employees (players) could be recruited as young as nine years old, despite not being offered professional contract terms until they are 17–18 years old. Therefore, it will also explore increasing empirical evidence in management and leadership studies, such as those offered by April, Lifson & Noakes (2012), which suggests stronger, successful leaders have a stronger understanding, acquisition and use of Emotional Intelligence (EI) and Social Intelligence (SI), which, in turn can lead to positive mental health and wellbeing, and subsequent positive effects on organisational cultures. Finally the review considers literature in c) sport psychology; continuing the discussion offered by

April et al. (2012) as to whether the development of EI and SI by leaders in football, and young players can aid the increased positive mental health and wellbeing in cultural settings more accepting of sport and general psychology support (McDougall et al., 2015).

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The Significance Of Development Of Players In Professional Football — Case Study Based On Hungarian Survey

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Aim of the research

In our paper we study the business functioning of professional football with the tools of business economics and within that the role of training players in the value creating process of football clubs. We investigate how development of professional Hungarian footballers and business processes of Hungarian clubs can be evaluated. We examine the development of Hungarian professional players and youth training of players who are planning a professional career. We also study the professional and civilian career opportunities of players. In order to have appropriate data we cooperated with the Organization of Professional Footballers (HLSZ) thus we obtained survey data from 200 Hungarian football players.

The relevance of the research question is proven by the relatively poor Hungarian results on the international transfer and in international professional football championships. Examining the training and career support of players can reveal the reasons behind these weak results. Studying the Hungarian case may be useful also for clubs operating in another league because we show how professional football clubs create value through buying and training players.

Theoretical background

In the literature review we identified sport companies' value creating possibilities connected to players. The most important resources and value creating factors of football clubs are professional players, therefore clubs need to pay equal attention to keep their players, to sign new ones and to train young players. Transactions related to players' licences (buying and selling) happen on the players market, while development, training and youth training are connected to the real processes within the sport companies.

For football companies, development of players is the key to future professional and financial efficiency. Therefore, converting the corporate resources into consumer values can be interpreted in a special way, as development of the skills of a human being can improve the standards of the sport company's service, as well as increase the value of players' licence. In our paper we show the basic operations and main characteristics of transfer market, the "Make or buy" question of football clubs and other related literature to football transfer market. The novelty of our paper and its contribution to the literature of management and business administration lies in presenting the relevant connections between the different fields and the literature of value creating process management, strategic human resources management, professional sport and international business economics.

Methodology, research design and data analysis

Our aim was to find out about young Hungarian professional footballers' prospects and to gain experience regarding their career management, as well as about whether clubs and academies organize their value creating processes effectively. In our paper it is not sport professional reasons that we would like to discover, but we would like to explore operations in the background, so we examine individual development and career opportunities with a management and human resource management focus. The research is based on an earlier secondary research which identified our main topics for the primer researches: education, development, career, self-care and strategic functioning. Among our methods the most important one is the anonym questionnaire research with 200 respondents. This was complemented by processing an audit report made by a foreign company commissioned by MLSZ (2016), and the expert workshop organized afterwards, within which I evaluated the findings with the relevant Hungarian stakeholders of football.

Results

The results of the paper include the presentation of the main findings of the questionnaire, the workshop and the MLSZ audit. Our answer to the research question of the paper is that young professional Hungarian footballers' level of preparation for their future cannot be evaluated as appropriate. It is clear to them that they would need extra training but they do not sacrifice energy and time for these additional trainings and they neither receive support from their club or the federation. On the plus side, young players are studying in higher education or they have the plan to do that in the future. They also have positive attitude in self-care, however, their knowledge and the support of their clubs falls behind the required level in this field, too. Hungarian players' career support and preparation for professional life is not viewed according to its actual importance in the strategy of clubs and academies in this country.

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From Sport Club To Stock Company: Does The Legal Form Matter To Professionalised Sport Management?

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Aim of the research

In many sports, non-profit and for-profit sport organisations compete against each other. For example in tennis, fitness, and snow sports, (non-profit) clubs and (for-profit) centers often offer the same courses. Previous literature has set theoretical comparisons of non-profit sport organisations (NSOs) and for-profit sport organisations (FSOs) and identified the advantages and disadvantages of these institutional arrangements (e.g., Auld & Cuskelly, 2012). Such research defines NSOs as traditional, hindered by volunteer work, and little competitive. However, to date, empirical comparison between non-profit and for-profit sport organisations has rarely been conducted. The assumption is that NSOs in such highly competitive sports have become business-like, shifting their member-orientation towards a customer-orientation that requires increasingly diverse services. The question then arises as to whether, and to what extent, forms of professionalised management differ between business-like NSOs and FSOs.

Swiss Ski Schools (SSS) are characterised by their diversity of legal forms, from clubs (NSOs) to stock companies (FSOs). They are therefore suited to a comparison of legal forms and professionalised management. In this study, professionalised management includes the employment of paid staff as well as the strategic management and the implementation of formalised management instruments and documents. According to Nagel, Schlesinger, Bayle, & Giauque (2015), professionalised management leads to performance enhancement. To address this assumption, specific performance measures were examined and compared.

Literature review

Non-profit organisations have substantially changed since the 1980s, which has made them more akin, and in some cases very similar, to for-profit organisations (Maier, Meyer, & Steinbereithner, 2016; Rojas, 2000). It is assumed that this is also the case for sport organisations, however, to date the forms of professionalised management of NSOs and FSOs have not been empirically compared. Comparisons of ideal-typical NSOs and FSOs suggest that NSOs focus less on strategic management and formalisation, and that they are less efficient than FSOs (Auld & Cuskelly, 2012).

The only empirical study comparing the performance of NSOs and FSOs demonstrated that FSOs outperform NSOs with regard to overall financial performance, while NSOs excel in terms of price structure (Nowy, Wicker, Feiler, & Breuer, 2015). Research in general management reported inconsistent results in this regard. According to Nowy et al. (2015), further research comparing NSOs and FSOs is required to analyse performance not only in terms of efficiency, but also in terms of qualitative performance measures.

Methodology, research design, and data analysis

The data was collected using an online survey distributed by the umbrella federation of SSS to all member schools (n = 151). The sample consisted of 71 SSS (47%); 26 of them are sport clubs, 13 cooperatives, 7 sole proprietorships, 11 limited liability companies, 11 stock companies and three other legal forms. While clubs are clearly defined as NSOs, sole proprietorships, limited liability and stock companies are FSOs, and cooperatives may be categorised somewhere between.

For data analysis, the SSS were grouped using hierarchical cluster analysis to identify types of professionalised management ('management types'), considering strategic management, formalisation of instruments and documents, and the availability of paid staff. The allocation of legal forms to the management types was then analysed and finally, specific performance measures (e.g., earned surplus, goal attainment, qualification of employees) were compared between the types, as well as between legal forms.

Results, discussion, and implications

Our analyses reveal four management types. The first type is characterised by a high proportion of volunteer employees and average professionalised strategic management and formalisation. The second type contains SSS with a high number of paid staff and also average professionalised strategic management and formalisation. The third type is characterised by highly professionalised strategic management and formalisation, whereas the fourth type appears to be moderately professionalised regarding these aspects; both indicate an average number of paid staff.

The first type indicating a high proportion of volunteer employees consists mainly of sports clubs, whereas the third type with highly professionalised strategic management and formalisation contains nearly all stock companies. Apart from this, the differences regarding legal forms are small. Most notably, sport clubs (NSOs) appear to be able to manage their organisation as professionally as FSOs.

The four management types differ mainly in the perceived satisfaction with goal attainment, price of lessons, and earned surplus. The sport clubs (NSOs) do not appear to perform worse than other legal forms, as might be expected from previous literature. To conclude, legal form does not matter to professionalised management in SSS.

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Volunteering In Major Sport Events: Is The Introduction Of Technology Changing Management Practices?

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Aim of the research

This postmodern ethnography of the processes and procedures of volunteering at Rio 2016 intends to focus on how these have increasingly become more technological. Conveyance of sport related products to consumers and stakeholders via technology, including co-production of consumers and products, has been identified by researchers as increasingly significant in sport business (O'Beirne & River, 2012). However, the relevance of technology in 'managing the workforce of an event' (Parent & Smith-Swan, 2013, p. 244) has received scant attention in sport management scholarship. The place of technology is increasingly and directly embedded in a volunteer's journey from the point of the initial application to be a volunteer, through to the post-event recognition of a volunteer's contribution through awarding of certificates. Based on the volunteer experience of Rio 2016 of the principal author, the authors describe and analyse how the increased role of technology shapes the volunteer journey, and how management protocols and HR procedures might be improved or modified to enhance this experience.

Theoretical background or literature review

Previous studies have mainly addressed the individual/human aspects of volunteering, considering volunteers' motivation, expectations, intentions, motivation and expectations in volunteering (Giannoulakis, Wang, & Gray, 2008). Beyond psychological aspects of volunteering, research on managing volunteers and volunteer retention have highlighted the people management dimensions of these relationships (Cuskelly, Taylor, Hoye, & Darcy, 2006). Besides, research with a multi-level perspective, which explores different aspects of volunteering, is scant (Wicker, 2017). This has meant that 'de facto' that technological progress has been largely uncharted, and perspectives that are not human-centric ignored. As technology mediates human relationships and it is progressively doing so, this study extends our understanding beyond the human elements. The research provides a basis for better appreciating the ways in which a different nature of the relationships in place between volunteers and organizing committees can be fostered or hampered through the 'enrolment' of technology. This study addresses the relationships between technology and humans by adopting a socio-material approach and investigating the different components through the lens of Actor-Network Theory (ANT; Latour, 2005).

Methodology, research design, and data analysis

The approach taken to study the intersection of the volunteer journey and technology is qualitative in nature. It explores how the increased use of technology may influence management, protocols and practices in major sport events through an examination of the interface of the volunteer and technology. The setting for the research is the Rio 2016 volunteer program. Data were collected during all phases of the volunteer journey of one of the authors, commencing at the point of applying to be a volunteer through to post-Games context, through documentation, blogs, volunteer portal, training, and through participating observation and researcher diary. Data were analysed through an initial phase of manual thematic analysis followed by NVivo.

Discussion/implications/conclusions

Rapid technological change brings complexity into the experiences of major event volunteers and makes it difficult to appreciate changes in operations. However, as technology is becoming more entwined in the management processes of sport events, research shedding light on how this occurs and the implications for the organizers are needed. This current study demonstrates the importance of considerations on the enrolment of technology, and its impact on the volunteer experience. The detailed tracking of the volunteer journey, from the first point of contact through technology until the conferment of the certificate at the end of the volunteer experience, suggest that these moments should be considered as heterogeneous interactions. The research found that technology not only supports but also hampers volunteers' progress during their journey and their experience of volunteering is shaped through these interactions. We will present the research and practitioner implications for volunteer management and Major Sport Events.

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Social Action Through Community Sport: A Case Study Illustration Using Creative Analytic Practice

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Theoretical background or literature review

Community sport organizations (CSOs), also known as local voluntary sport clubs, represent a central structure that facilitates athlete development both on and off the field. While more research has been dedicated to uncovering the different ways that sport systems can influence athlete success on the field (e.g., De Bosscher, Shibli, Westerbeek, & Van Bottenburg, 2015), other outcomes developed through club-based participation are also of increasing interest to CSO managers, social policy, and researchers. These include social capital, community connectedness, and a variety of other psycho-social and community benefits. Similarly, Misener and Babiak (2015) uncovered multiple ways that CSOs are engaging in social issues such as environmental campaigns, humanitarian efforts, and youth justice initiatives. Their exploratory research draws on institutional theory and provides a foundation for understanding the norms, values, and pressures that CSOs face to engage in community issues alongside the provision of sport. While this exploratory research provides insight into the rationale to engage in social action, there remains a lack of evidence related to how social action through sport influences and is influenced by the youth athletes themselves and how this may impact athletes' civic behavior. This study draws on literature in positive youth development as well as civic and charitable engagement to offer new insight in response to this gap in the community sport literature.

Aim of the research

This presentation is based on a larger project exploring the role of community sport in developing charitable action among youth athletes in Canada. The project examines multiple stakeholder views on a partnership between one sport club and a registered Canadian charity whereby athletes, coaches, and parents are engaged in charitable giving with and through their local CSO. This presentation addresses a two-fold purpose: (1) to outline the key findings of the study related to how the partnership is developing charitable engagement among youth athletes, and (2) to offer a unique illustration and discussion of a contemporary qualitative methodology called creative analytic practice (cf. Richardson, 2000).

Methodology, research design, and data analysis

The study employs an intrinsic case study methodology for study design and data collection and creative analytic practice (Richardson, 2000) for data analysis and representation. The focal organization for the case is a community hockey club in Ontario, Canada that has been partnering with an international charity for three years to promote charitable giving among families of players aged 11–14, and engage athletes from a middle-upper class community in a social cause. The mandate of the charitable partner is to provide orthopaedic surgeries for children in Uganda that would otherwise not be able to afford surgical treatment. Data were collected through open-ended interviews with club organizers and coaches (total 6 participants), as well as two focus groups with youth players (5/group) and two groups of parents (6/group) from one team that has participated in the sport-charity partnership for 3 seasons. Interviews and focus groups were transcribed verbatim. Following this initial inductive coding, the researcher engaged in creative analytic practice in order to refine the themes and generate an innovative representation of the data in the form of an illustrated children's book.

Richardson (2000) explained that creative analytic practice is a process that involves expressing what one has learned in research through evocative and creative writing techniques across literary and artistic genres. These may include performance pieces, poems, screenplay, visual techniques, and other types of conversational and critical representations (Parry & Johnson, 2007). The process used in this study included a "storyboard" workshop where previous interview and focus group participants discussed and refined the emergent themes and created a storyline and ideas for illustration which reflected the themes. A professional illustrator then created a template for the book which was presented back to participants for further insight and refinement. During the storyboard workshop and the subsequent creation of the book, the researcher and participants continued to evaluate the representation according to substantive contribution, aesthetic merit, reflexivity, impact, and expression of a reality (Berbary & Johnson, 2012).

Results, discussion, and implications/conclusions

The presentation will outline and discuss the key findings of the study that shed light into the role of community sport in developing charitable engagement among youth athletes. For example, the sport-charity partnership impacted athletes' understanding of civic and charitable action related to generosity, recognition of privilege, the shared experience of giving within families, and team cohesion. Through presenting and discussing the creative analytic process, this presentation offers both methodological and conceptual advancement to the field of sport management.

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Research On Relative Age Effect Of Hungarian Elite Youth Soccer Players

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Introduction

Among young hungarian soccer players it is often, that they are twelve or tventy-four month older than each other in the same age group due to the wide selection period of the competition system. Soccer (and many other teamsports) have age groups of a one or two year intervall which can result big differences in relative age. Conditional and coorditional abilities of young athletes are highly determined by the effect of acceleration or retardation which is not taken into consideration during such a long period (García-Álvarez & Salvadores, 2005).

When it comes to the selection of elite youth athletes, coaches favor the ones who are bigger, stronger and own better coordination skills. Many studies have shown that in youth national teams and in elite youth sports there are more athletes who were born in the first quarter of the year (January, February, March) or at the beginning of the age group (Delorme, Boiché & Raspaud, 2010; Helsen, van Winckel & Williams, 2005; Sherar, Baxter-Jones, Faulkner & Russell, 2007).

This phenomenon is the so called relative age effect (RAE), which was named by Barnsley, Thompson & Barnsley in 1985. The biggest problem with this type of selection is that the biological age is not taken into consideration. and the actual performance rises over the real talent. At the end this will be a self-fulfillig prophecy, because these young athletes get better coaches, training partners and better circumstances in general, so they will be better players too.

The aim of my study is to show that the relative age effect can be detected among elite youth soccer players in Hungary.

Methods

The sample is the roster of the U17, U19 and U21 national teams of Hungary (n = 69). The datas were tested with Statistica for Windows.

Discussion

RAE can be detected in all observed age groups. Results are listed per quartiles of the year:

U21: 1.: 42,11%; 2.: 26,32%; 3.: 15,79%; 4.: 15,79%

U19: 1.: 22,22%; 2.: 50,00%; 3.: 27,78%; 4.: 0,00%

U17: 1.. 50,00%; 2.: 27,27%; 3.: 14,64%; 4.: 9.09%

All results show that only a very few players were born in the last quartile of the year. As a conclusion it can be stated, that realtive age has a big influence on the selection of elite youth soccer players in Hungary, and the long intervall of the age groups (two years) makes an unfair competition between the children. The presence of this tendence makes further studies of this topic neccessery. Deeper contexts of the aspects of selection and specifics of different sports must be revealed. It is important to start a conversation with soccer coaches and the leaders of the coaching program at the soccer federation to expand this subject and see how can this perspective help by the selection of talents. Former sudies in another sports can help, but we have to see the specifics of soccer too. It is also very important to monitor the abilites of the athletes and see when the advantages from RAE get less determinative and real talent shows its way, because at the adult level we do not see RAE. We have to find the point where it ends, and we have to make better decisions at the beginning of the system.

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Managing Volunteering Legacy Of The London 2012 Olympics

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Volunteering is a vital activity in the delivery and success of the Olympic and Paralympic Games where the creation of both tangible and intangible aspects of a social legacy might be anticipated. However, whereas infrastructure development, physical regeneration and economic returns tend to be well documented, this is not the case with social legacies (e.g. Leopkey & Parent, 2012; Preuss, 2015). In particular, to date very little is known about managing mega sport event volunteer programmes, notably in the context of the Olympics. It was identified that more research is needed on characteristics of volunteers, their motivations, experiences, processes and outcomes of volunteering as well as volunteer programmes' strategic and operational design and delivery (e.g. Chanavat & Ferrand, 2010) and the potential of these aspects to influence the creation and delivery of a volunteering legacy.

This study fills these gaps via utilising the London 2012 Olympics as the primary context and its Volunteer programme (the Games Maker) as the case in point. By the time London staged the Games in 2012, volunteering had become a strategically planned and professionally managed activity that was also integrated in the host country's social policy. The concept of the Olympic legacy has also gained popularity and has been framed as a rational process designed to ensure a range of individual and social benefits from hosting the Games. To help understand the processes through which the volunteering legacy can be achieved, for whom, in what circumstances, and over which duration, the study adopted a critical realist evaluation approach (Pawson, 2013).

The main purpose of this research was to explore the management practices used by the Games Maker programme to deliver a desiredsocial legacy. This was carried out within the historical context of sport event volunteering in the UK, such as the XVII Commonwealth Games in Manchester and the volunteer programmes associated with them. Since the Games Maker programme was embedded in the London 2012 Volunteering Strategy, the main Research Question was:

How did LOCOG manage the Games Maker programme to deliver on the promises outlined in the Strategy?

Methods

Longitudinal time horizon and various methods were used to collect a richer and stronger array of evidence to address the research question. Qualitative evidence included various documents, in-depth face-to-face interviews with 16 volunteers (before and 12 months after London 2012) and 5 LOCOG managers and volunteer coordinators (after London 2012), as well as participant observations carried out by the first author before and during the Games. Thematic analysis was used to make sense of the large volume of data and provide foundations for the results and a subsequent discussion.

Results and discussion

The study identified that the key ingredient of the London 2012 Volunteering Strategy was the commitment to use the Games as a way of inspiring a new generation of volunteers and contributing to the development and strengthening of the volunteering infrastructure at national, regional and local levels, thereby leaving a lasting volunteering legacy for the UK. This strategy was developed against a concern that many first-time volunteers can become one-time volunteers, and their volunteering journey would be limited to London 2012. The study analysed a number of factors that influenced the extent to which volunteers were able to transfer their Games Maker experiences beyond the Games. These included personal characteristics and motives, the value volunteers attributed to volunteering activities, quality of management before and during the Games as well as the political will and the organizational support after the Games.

The study concludes that LOCOG's major focus was on delivering an excellent Games Maker Programme rather than generating sustainable legacy. This contributed to the central principle of the Volunteering Strategy being violated, when the volunteering legacy became declared rather than delivered. This can be explained by the scale of London 2012, operational demands and strict deadlines which pressured LOCOG to focus entirely on recruiting, training and managing enough volunteers for the Games. LOCOG was successful in their initial target to recruit and manage 70,000 Games Makers, and was able to use the Games to generate interest among new volunteers. Yet, they neither prioritised, nor had the capacity to make first time volunteers become regular volunteers who would volunteer outside the distinctive context of the Olympic Games and sport.

Overall, this study extends the body of knowledge about social legacies of mega sport events and their governance, and can be highly beneficial for future bids and host cities.

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Lower And Slower: Why Recruitment, Retention And Progression Of Women Coaches Is Held Back By Sport Organisational Culture

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Aim of the research

The aim of this presentation is to explore pertinent ideas and strategies for increasing the diversity of and equality between, our sport coaches through an analysis of sport organisational cultures. In particular, this specific presentation is based upon the stories that women coaches tell of their organisations and the culture in which they work, and what particular features of that are most pertinent in influencing their working experiences. Statistics demonstrate that recruitment, retention and progression of women in the coaching progression is lower and slower than their male counterparts. Imbalanced coaching workforces are often explained by women coaches having lower self-efficacy, less intention, preference, and motivation to coach and higher intent to leave the profession compared to men coaches (Chelladurai, Kuga, & O'Bryant, 1999; Cunningham & Sagas, 2003; Cunningham, Sagas, & Ashley, 2003; Sagas & Ashley, 2001; Sagas, Cunningham, & Pastore, 2006). Qualitative research has added to this by citing structural factors such as fewer opportunities, unequal gendered relations, unequal ideas of coaching competence, lower self-confidence, poor working conditions and homophobia (e.g. Allen & Shaw, 2013; Fielding-Lloyd & Mean, 2011; Kilty, 2006; LaVoi & Dutove, 2012; Norman, 2010, 2012; Shaw & Slack, 2002). The focus of this paper is specifically on examining the organisational structures and practices that influence women's careers at critical points of their coaching development.

Theoretical background

Greater research is needed that examines what can be done in sporting organisations to create a culture that is more conducive to its different employees, in this case women coaches. For the benefits of a diverse workforce to be felt by individuals and organisations, a culture of diversity needs to be first established (Doherty, Fink, Inglis, & Pastore, 2010). This culture needs to be one characterised by "a respect for differences, flexibility, tolerance of ambiguity and conflict, an orientation toward people vs. tasks" (Doherty & Chelladurai, 1999, p. 292). From the literature however, while it is clear that while many sports organisations understand and are aware of the need for greater diversity amongst their coaches, a fewer organisations actually take tangible steps to address the context in which this inequality takes place (Doherty et al., 2010). Little is done to understand what working practices and processes, particular areas of organisational culture, or characteristics of an organisation, scaffold an imbalanced coaching workforce or provide less favourable experiences of the profession for certain groups of coaches (Cunningham & Singer, 2009). To analyse these particular participant stories, we drew upon Schein's (2004) three levels of culture to analyse the 'underlying values and assumptions' embedded within sport organisational culture. These manifest themselves in the artefacts and espoused beliefs and values within an organisation (Schein, 2004). Within this level, we addressed areas of culture that were most influential in women's working lives and progression as sport coaches.

Methodology

Personal stories provide the evidence for the presentation. 42 interviews, lasting between 45–120 minutes, were conducted with a sample of women coaches at different points of their respective sport's coaching pathway. Participants were invited to the research by their national sporting governing body. Interviews focused on the participants' entry and progression into coaching and coach education, experiences of initial training and professional development, motivations for leadership/to progress, their experiences as a woman within their sport, and their experiences of the organisational context in which they work. The constant comparison method was employed to thematically analyse the interview data.

Results and discussion

A key element of this project was to build a greater understanding through counter-narratives; the voices of outsiders-within, in this case, experienced women coaches and coach educators who were at critical points of their career and making decisions as to whether they remained in the organisation. We wanted to learn more, beyond what might be claimed by organisations it is doing to support women, about what works for women 'day-to-day' and how they are supported on the ground. For women to thrive and progress as coaches and coach educators, particular tenets of organisational culture are key in supporting their career. These were found to be: the establishment of a learning culture; inclusive leadership; and supportive work-

place relationships. Creating a culture that values and nurtures the contribution that women can make to the coaching and tutoring professions, creating a culture that accepts women in and associates women with, leadership, retaining frequent and meaningful relationships between organisations and staff, and rewarding and recognising women's experiences and achievements all serve to create organisational cultures that are welcoming and inclusive of diversity.

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A Critical Review Of Project Control Models For Monitoring The Organization Of Sporting Events

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Aim of the research

Access to a limited number of resources, more severe time constraints, more important coordination needs, and higher expectations to meet challenging project performance targets have all increased the importance of adopting formal project control processes, tools and techniques. Project control systems include planning, measuring, and monitoring functions that enable the comparison between the planned project objectives and the actual project performance. Project control is carried out through various processes and tools that are used to detect specific issues that may arise when executing any project and that favor the right selection of corrective actions.

Despite the research largely recognizing the positive impact using project control tools and techniques to manage projects (Montes-Guerra, Gimena, Perez-Ezcurdia & Diez-Silva, 2014), the sports management literature has largely ignored these tools. Indeed, descriptive use of project control mechanisms in sporting events is nearly inexistent. This might appear surprising as project management practices within sports has found a wide application for organizing sports events in supporting multiple activities such as planning project tasks, appointing project teams, and managing budgets (Dugalié, 2013; Rabnadi, Khallouli, As-Salem & Ghoniem, 2015). This paper aims at reviewing standard project control mechanisms and to identify possible reasons behind their low level of adoption for controlling sports event projects.

Methodology

This research started by identifying standard project control tools and techniques by reviewing the main project management bodies of knowledge (PMBOK, AACE, ISO, Prince2). Then, we reviewed the literature on sports event project management using 'monitoring' and 'control' as keywords within the Elsevier, Emerald, Springer, and Taylor and Francis databases in order to identify the most used project controlling techniques in sports events. This review revealed a limited number of papers and Earned Value Analysis (EVA) was the only formal project control techniques reported. In fact, most papers focused on sports event planning and scheduling issues without addressing directly project control activities (Rabadi et al., 2015). This set of papers were further analysed to identify key sporting events planning characteristics that might explain the difficulties in trying to adopt standard project control tools for monitoring the organization of sporting events.

Results and discussion

Montes-Guerra et al. (2014) confirmed the existence of a large number of tools and guidelines for project control issued by different organizations and professional associations. However, these references are intended to provide general guidelines for the development of a project control process without attempting to provide detailed information on the use of the recommended tools and methodologies (Stephenson, Hollman, Farin, Hartley, Murugesan & Simons, 2011). They include multiple project performance indicators, project review processes, change management processes, problem solving techniques and variance reporting tools. Most referred models aimed at monitoring one of the following project variable: scope, time, cost, quality, risk, procurement, and communication.

As exposed by Hazir (2015), EVA remains the most widely used project control tool. EVA uses monetary units as a common basis to measure and communicate the progress of a project by comparing the actual and the budgeted values of the work performed, the time taken and the costs incurred. Montes-Guerra et al. (2014) also confirmed that the use of project progress indicators, such as EVA, and the adoption of formal scope review processes are from all project control practices the most correlated with project performance.

Despite its recognized value, EVA has not found a wide application within sports practice. The basic concepts behind EVA might explain this problem. Input that serves to measure a project progress is based on the structure of the project activities (work breakdown structure) and their dependency representation (project network). Both these standard techniques are centered on the individual project activity work content and assume a full independence between activities in terms of workload and execution mode. The high correlation between multiple activities involved in the organization of sporting events (e.g., attendance planning, marketing, budgeting) is not considered and may generate false indications of real project

progress. In this context, some authors argue that the representation and monitoring of information and decision flow within activities might be as important as their logical execution sequence. In a similar manner, EVA assumes a constant execution of each activity. While this is reasonable for construction activities, this assumption is rarely met when executing sporting event organization activities.

In addition to EVA, project review processes and variance reporting tools have not found a wide application within sports event projects. Sports organizer's lack of training and the absence of fully integrated sports events software packages may explain this (Dugalié, 2013).

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Sport, Alcohol And Marketing: A Systematic Review

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Aim of the research

The objective of this study was to conduct a systematic review of the peer-reviewed publications dealing with sport, alcohol and marketing to (1) establish what is currently known on the topic and (2) suggest future research directions accordingly.

Theoretical background

Excessive and/or regular consumption of alcohol have been identified as a source of vulnerability, from health issues (illness and death), to risky behaviours, accidents, antisocial behaviours and violence (Kelly, Ireland, Alpert, & Mangan, 2015). To counter these negative consequences certain countries have passed specific legislations and/or launched public marketing campaigns to inform about the related dangers and to portray alcohol and its consumption in an unfavourable fashion. Because of these negative associations, alcohol brands actively aim to partner with sports because of the general positive image they hold. Moreover, sports audiences are large and passionate, and sport and alcohol brands have similar targets: predominantly young males. The links are so strong that Wenner & Jackson (2009) talk about 'holy trinity' when gender is linked to sports and alcohol. However, it is necessary to stress out that contexts, whether they are sporting, cultural, economics, media and legal are extremely diverse. Consequently, marketing tactics and related consumption patterns will be very different, for instance from Anglo-Saxon, where alcohol industries heavily sponsor sports (Palmer, 2011), to France that prohibits such activities (Bodet & Fuchs, 2015). For these reasons, it is currently difficult to draw a clear picture of the nature and impact of alcohol brands' promotion tactics around sports on consumption practices and contexts.

Methodology

We conducted a systematic review of articles published in peer-review journals in English language, until June 2016 available in the following databases: Web of science, Ebsco, SportDiscuss, PubMed, BASE, WorldWideScience, Erudit, Psychinfo, Cairn. We searched for a combination of three words in the titles, keywords and abstracts. Alcohol and sport were always the first two words, and we used in succession marketing/sponsorship/brand/advertising/publicity and promotion as third term. An Excel file was used to categorise and analyse the final set of publications identifying various issues such as the objectives, methods, countries where the studies were conducted, and main results.

Results

401 outputs were identified from the first extraction, 121 were selected for reading, and 67 publications were finally kept.

Overall, we identified 8 categories of publications. The first category gathers commentaries and editorials (n = 8). The second category gathers publications focusing on the evaluation of populations' exposure to alcohol publicity during sport and non-sport TV broadcasts (n = 9). The third category gathers publications focusing on the analysis of marketing supports and platforms (e.g. publicities, social media, websites, and football shirts; n = 6). The fourth category, which is the biggest, gathers publications dealing with the impact of exposure to alcohol brands' marketing messages on individuals' perceptions and consumption patterns (n = 28). The fifth category gathers publications dealing with a broad diversity of independent experts' opinions, mainly academics (n = 2). The sixth category deals with the analysis of stakeholders' opinions (e.g. general population, sport managers, parents of participating children, advertising creative; n = 7). The seventh category gathers publications reviewing specific fields of the scientific literature (n = 5). Last, the eighth category gathers publications analysing secondary data: newspapers' articles and governmental documents (n = 2).

These results tend to demonstrate a certain unbalance in the types of studies dealing with the topic. Nevertheless, studies from the fourth category consistently demonstrate a significant link between 1) exposure to marketing messages, brand awareness and recall, and 2) alcohol consumption and risky behaviours. Consequently, it seems relevant to focus now on other categories (i.e. 3rd, 6th and 8th) to how and why sports and alcohol are sill strongly partnering despite social and health public negative impacts.

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The Network Structure Of Innovation — Insights From A Sport Innovation Incubator

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Background and aim of the research

Network-based research is a burgeoning research paradigm originating in sociology but gaining increasingly attention and recognition in other research fields including economics, strategic management, entrepreneurship, supply chain management, and sport management (Hoang & Antoncic, 2003; Jack, 2010; Wäsche, Dickson, Woll, & Brandes, 2017). Sport incubators are a relatively new form of entrepreneurial networks comprising various start-up companies in sport business. The purpose of this research is to analyse and understand the structure and outcome of a specific sport innovation incubator utilising Social Network Analysis (SNA). First, we explore network characteristics such as the type and structure of relations among involved companies and their network positions. Second, we analyse how network structure influences the innovation process, the object of innovation and the intensity of innovation.

Theoretical background or literature review

Literature on entrepreneurial networks is rich as evidenced by several meta-analyses (Hoang & Antoncic, 2003; Jack, 2010). Major shortcomings are a lack of knowledge about the structure and content of ties to understand "what is really going on" between individuals, teams, or organisations in networks. With regard to sport management there is only little knowledge on sport-based entrepreneurship (Ratten, 2011) and no study has foucssed on sport incubators. Incubators are a relatively new phenomenon in the sport industry. The international and competitive environment of sport business requires the development of innovative technologies, services, and products. Sport incubators form an interorganisational network in the field of sport management.

Knowledge on the conditions, structure, and outcomes of interorganisational sport networks is sparse (cf. Wäsche et al., 2017). There are two major streams of network research: first, the impact of networks on various outcomes; second, antecedents of networks and their development process (Jack, 2010). This study belongs to the former group of studies. While entrepreneurial network research focuses on outcomes such as entrepreneurial effectiveness and venture performance, other studies show that network and related social capital can influence knowledge acquisition, exploitation, and hence innovation performance. This study investigates the structure of a whole network with regard to innovation.

Methods, research design, and data analysis

Quantitative network data is collected via a cross-sectional survey in a French incubator for innovative start-up companies in sport business. While most companies focus on the development of digital technologies and sport-related information technology, the incubator is open for all kinds of sport-related business. The survey is conducted one year after the creation of the incubator with all start-up companies that entered the incubator at its inception and that stayed for one year at least (n = 16). Explorative interviews with the incubator management team and visits at the incubator are undertaken at the beginning, half-time, and end of the first year of incubation. The survey contains 18 questions. Three questions concern the whole network and allow the simulation of ties between all start-up companies in both directions.

Innovation is operationalised via the phases of the innovation process, the level of novelty of innovations, and the types of innovation. The directional ties of the start-up companies to incubator's institutional and economic partners is taken into account and also motivations for joining the incubator and realised outcomes. This data allows calculation of SNA variables such as density, centrality, betweenness, strength of ties, and other. These will be correlated to the innovation parameters.

Results, discussion, and conclusions

A first inspection of the data shows that the incubator network is moderately dense and highly centralised. The specifically set up network administrative organisation holds the most central position and thus ensures effective network coordination (cf. Provan & Kenis, 2008). Further analyses will provide implications for future research of sport incubators using the SNA paradigm. Managerial implications for start-up companies but also incubator managers and partners of incubators will provide advice on how to best manage relations and interactions and how to benefit from those in terms of innovation and other performance variables.

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Sport Events As A Platform For Sponsoring Engagement — A Conceptual Framework Based On Empirical Insights

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Aim of the research

The sport value framework (SVF) has adapted the service dominant logic and associated this concept of service-for-service exchange with sport events (Woratschek, Horbel, & Popp, 2014). The authors propose that according to the SVF sport events have to be regarded as platforms on which various actors co-create value within a network. On the sport event platform, where different actors come together, special relationships occur within sport sponsoring activities. That will be in the centre of interest for the present study.

In sport sponsoring various actors are engaging in interactive experiences. In literature, this multidimensional approach is referred to as actor engagement (AE). It emphasizes engagement as a psychological state emerging from interactive experiences (Storbacka, Brodie, Böhmann, Maglio, & Nenonen, 2016). We thereby focus on sponsors' behavioural manifestations towards a focal sport club that go beyond the exchange of financial or non-financial benefit for the acquisition of rights in the sponsoring process. This extra engagement behaviour towards a sponsee results from sponsors' motivational drivers (van Doorn et al., 2010).

For the purpose of developing a conceptual framework around sponsoring engagement, it is crucial to understand what resources are provided and integrated by sponsors and sponsees. If we follow actor engagement literature as well as the SVF, sponsors also provide other resources beyond financial ones. For our study we want to analyse sponsors' engagement behaviour and their resource-integration beyond contractual agreements on the micro level within the dyadic relationship of sponsor and sponsee (Woratschek et al., 2014).

Review of literature

While sport sponsoring literature strongly focuses on economic and psychological objectives of sponsors, current literature lacks of explanations for sponsors' voluntary engagement and resource integration patterns on engagement platforms. Storbacka et al. (2016) define engagement platforms, as an environment where collaborating actors come together for reciprocal benefit in order to share and expand their knowledge through resource integration. Only few authors, however, have considered relationship building patterns behind sponsorship contracts (i.e. Demir & Södermann, 2015; Gobbs, 2011). These studies also focus on bilateral relationships between sponsor and sponsee and consider sport sponsoring as a relationship platform (Demir & Södermann, 2015). In the concept of the SVF these relations serve to co-create value in collaborative process (Woratschek et al., 2014). With a larger number of resource integrating sponsors network effects can be generated as they will enhance the overall value of the platform (Storbacka et al., 2016).

Conceptual framework

Based on theoretical findings of the SVF (Woratschek et al., 2014) and the shortcomings in sport marketing literature to combine the concept of engagement behaviour (van Doorn et al., 2010) with relationship approaches in sport sponsoring (Demir & Södermann, 2015), we propose to consider sport sponsoring activities as engagement where actors' engagement behaviour displays in resource integration patterns that exceed the contractual sponsoring contents. We want to examine the engagement behaviour of sponsors, in favour of the sponsee that derives the contractually governed benefits.

Therefore, we conceptualize sponsoring as a new context for engagement behaviour and describe actors' disposition. In order to support the conceptual framework an empirical study will be conducted using the Delphi method. Subsequently, sport sponsoring experts will be interviewed in a three-staged process, where in the first round semi structured interviews will be gathered and analyzed qualitatively. For the second and third round all experts are confronted with respective answers and are encouraged to give feedback on the collected qualitative data and evaluating compensated results. By that, different levels of interactive engagement behaviour through a co-creative service exchange among actors on the platform will be deducted and conceptualized for further research.

Implications

Given the paramount importance of sport sponsorship in financing sport clubs or events, the increase of the value of that specific platform is essential. Sport managers are obliged to attract resource-integrating actors and develop their business platform to add value to existing partners as well as attract new ones. For that reason, they necessarily need to understand the value co-creation of the platform and the engagement process characteristic to sponsoring. From there on, they can build on the interactive engagement patterns and demands of actors.

By better understanding sport sponsoring as an engagement platform, sport management practitioners are able to derive strategies, strengthen their relationship with other actors and furthermore build a network where all social and economic actors integrate their resources in a value co-creation process in sports. Hence, the proposed framework with practical insights gathered through the qualitative study deliver a starting point for future empirical research in sport marketing.

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Short Presentation & Poster Sessions

Track Chair: Tim Ströbel, University of Bern

Leadership In Mega Sport Events: A Conceptual Framework Proposal For The Sport Manager Position

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Sport leadership studies born in seventies. Nevertheless, according to Peachey, Zhou, Damon, and Burton (2015) is not a comprensive discipline yet.

Sport leadership has been analized since two viewpoints mainly. On the one hand Psycology and on the other han Management. In the begining four categories of leadership behavior emerged: 1. Leader support; 2. Interaction facilitation; 3. Goal emphasis and 4. Work facilitator. Later these leadership categories were filled with hard and soft skills and capabilities.

Since 1990, transformational and transactional leadership theory has been the focus, mainly the impacts of each one of these types of leadership on performance. In addition, some research has deepen in transformational and transactional theory and performance with regard gender differences.

Later, since the begining of the current century, the sport leadership theory has focused in tasks and skills associated whih the sport context. In this line contingency theory increase the knowlegde of this discipline including external factors.

In addition later research stressed that leadership in sports is not gender neutral and it has adopted multiple steriotypes, mainly masculines. As consecuence women are strongly underrepresented in leadership position at all levels of sports (Burton, 2015).

Finally, servant leadership in sports is configured like other type of leadership, wihich consists in follower development first as way to attain organizational goals (Burton & Peachey, 2013).

This exploratory work of qualitative nature will develop and test a concetual model regarding the most suitable leadership style for sport event manager position.

In addition, a sort of skills and capabilities evolved will be identified.

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Evolution Of Most Practiced Sports In Catalonia (2005–2014)

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Aim of the research

The aim of the present study was to describe the evolution of most practiced sports in Catalonia from 2005 to 2014.

Literature review

The growth in informal sport participation in health and fitness-related activities and the decline in more traditional team sports is a trend that has been widely documented across Europe (Harris, Nichols, & Taylor, 2017). Knowledge about sport practice and reasons for practising sport among the general population can lead to appropriate strategic decisions about the sports phenomenon. Closely monitoring the evolution of sport practice can enhance social agents to make the most appropriate decisions according to the information obtained.

In the specific case of Catalonia, sport practice has gradually increased during the last decade, from a 43.0% of general population practising sport in 2005 to 43.5% in 2010, and reaching 45.6% in 2014, as gathered in the last report from the Catalan Sports Observatory (Puig, Camps, Andrés, Sánchez, Mateu, & Cusí, 2017).

Methodology, research design, and data analysis

A community sample from Catalonia, which is at least 15 years old, was randomly recruited through stratified sampling procedure. Inclusion criteria was to practise sport at the time of the study. Data was collected in 2005 (n = 1,286), 2010 (n = 811), and 2014 (n = 393) by means of face-to-face interviews that took place at participants' homes by the *Centro de Investigaciones Sociológicas* (CIS, 2014).

Results, discussion and implications

The most practiced sports in 2005 were mainly leisure-oriented, being swimming the most practised sport (41.23%), followed by recreational cycling (21.1%) and fitness training at a sport center (17.2%). In 2010, the percentage of people who swam significantly decreased to 27.9%, whereas cycling remained steady (19.3%) and football (16.7%) was included in the three most practised sports. Finally, in 2014, swimming was again the most practised sport (24.0%) but the increased popularity of running during the last years was reflected by data, with the 19.6% of the population reported running, in comparison to the 8.5% of people who ran in 2005. It has to be highlighted that mountaineering, trekking and hiking reached the third position (15.6%) in 2014.

The main reason for practising sport along the period studied was to do physical exercise, being reported by the 65.4% of the sample in 2014. It has to be noted that the rate of people considering the improvement and maintenance of health as one of the main reasons for engaging in sport has increased from 37.1% in 2005 to 52.5% in 2014. Less than 4% of participants reported doing sport because they enjoyed competition. Moreover, the lack of time (34.6%) was the main reason for not practising sport. Motivations to practice were similar when comparing different sports performance, being more focused on improving health in the case of swimming, but on doing physical activity and having fun in the case of running, and mountaineering, respectively.

The present study provides a description of the evolution of the most practised sports in Catalonia, focused on both the type of sport and the reasons to practice. The longitudinal analysis revealed that recreational swimming was the most practiced sport during the period studied. The increased popularity of running during the last years has lead this sport to the second position of most practised sport in Catalonia, which indicates that individual activities are those mainly practised among the population. Knowledge about population sport practice and motivations for practising can be a useful tool for public and private entities to make strategic decisions in terms of sport practice promotion, business development, or identifying special needs in sport facilities, among others. In this regard, and stated by Hallman, Wicker, Breuer, & Schönherr (2012), sport participation is not only influenced by socioeconomic factors, but by the presence of different types of sport infrastructure. Results from the present study show the non-competitive aim of practice, basically aimed to do physical activity and improving health. Consequently, health seems to be a key message for participants when promoting sport practice, which could be taken into consideration by municipalities and sport government bodies when developing and implementing physical activity and sport policies.

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Marketing For Sport Tourism In Iran

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Introduction

Today the tourism industry has developed to a large extent around the world, and through this way many countries could have overcome their economical problems by way of marketing. This paper introduces Iran's various sport tourism attractions meanwhile investigates the opportunities in developing marketing and advertising about Iran sport tourism potentials. It also presents approaches for improving the current sport tourism situation through marketing in Iran. So, the main objective of this research is to find out the marketing opportunities in the sport tourism of Iran.

Literature review

In 1996 the direct and indirect tourism incomes were about billion dollars equal to 35% of the world experts; so foreign currency income from tourism industry is increasing every day. In away that tourism income is four times as much as 60s; and in 1998 it has reached 10% of world incomes and so it created 204 billion job opportunities regarding the above issues due to the variation of climate from one point of view and the existence of famous historical and cultural monuments from another point of view, Iran is unique, but Iran hasn't able to take advantage of its potentials.

The study on tourism situation in Iran and it's foreign currency incomes, shows the fact that Iran is one of the ten most important countries from the view point of historical and ancient places, but it only allots less than 1/1000 of its income to the tourism industry. Especially Iran has many sport tourist attractions which need walking, travelling in desert, mountain collimating, skiing, boating, horse, and camel riding for visiting.

Method and materials

This research is conducted by reviewing researches which have been performed in Iran's provinces with sport tourism attraction.

So, the main data in those researches collected from tourism experts of cultural inheritance and tourism organization, experts of sport in physical education, and active tourism centers' directors in under study provinces.

Research and results

The significant results which were gathered by reviewing researches in this matter, can be divided as follows:

1. Iran current opportunities of sport tourism in Iran are:

- Variation in ecologic environment in Iran like plateaus, deserts, mountains, sea and lakes as well as different degrees of temperature until 40 degrees between north-western and south of Iran
- Hot water springs in mountains for hydrotherapy
- Historical and ancient places which are difficult to pass for visiting
- Variation in local sport games and traditions among different provinces
- Iran's strategic location in the middle east, because it is neighboring with many countries like Persian Gulf and Caspian sea area, Turkey, Iraq, Pakistan, an Afghanistan

2. Iran's current threats in developing marketing in sport tourism:

- Shortage in advertising and introducing sport tourism places via mass-media in and out of Iran
- Distrust of private investors to invest their capital in developing sport tourism industry in Iran

Discussion and conclusions

The results of this review study on researches that have been done about Iran's sport tourism has shown that Iran has many potentials in developing sport tourism, but some obstacles that are mentioned above don't permit to develop. So, regarding the collected data the following practical approaches can be presented for improving the current sport tourism situation through marketing in Iran:

1. The attraction of private investors' participation to investigate in places which are potentially capable of sport tourists' attraction.

2. Marketing in national and international mass-media to support and introduce Iran's sport tourism attractions.
3. Increasing the public knowledge about tourism and specially sport tourism and it's economical benefits in media, schools, Universities and public places.

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Perceived Usefulness, Perceived Ease Of Use, And Attitude Toward E-Learning Among Undergraduate Sport Management Students: The Moderating Effect Of Prior Experience

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Despite increasing numbers of online courses and degree programs in sport management, little research is available to help educators develop successful strategies regarding the course delivery, effectiveness, and acceptance. Understanding how sport management students perceive elements of e-learning and factors that influence students' attitude toward e-learning can help e-learning developers and deliverers create mechanisms for attracting more students to adopt the learning environment (Grandon, Alshare, & Kwan, 2005). The purpose of the study was to test the moderating effect of prior e-learning experience on the relationships between perceived usefulness and attitude and between perceived ease of use and attitude among undergraduate sport management students.

The technology acceptance model predicts user acceptance based on two specific beliefs influenced by external variables: (a) perceived usefulness and (b) perceived ease of use, which determine an individual's behavioral intention to use an information system (Davis, 1986). Students have a favorable attitude toward using e-learning and use it frequently and intensely when they perceive e-learning as one that is easy to use and nearly free of mental effort and that is helpful to their learning. Researchers suggest that the influence of individuals' beliefs on attitude toward system use may be different depending on their experience with the system. Empirical studies provide evidence for the moderating influence of prior experience on the relationship between individuals' beliefs and attitudes toward using the system (Castañeda, Muñoz-Leiva, & Luque, 2007).

The sample included 182 undergraduate students (82.2% male; 44.4% Hispanic; mean age = 23 years) who were majoring in sport management at a large southeastern university in the United States. The sample produced 51.1% juniors and 48.8% seniors. Over half of the participants (55%) reported that they had prior e-learning experience. The participants completed a 10-minute paper-based survey. The survey consisted of four sub-sections: perceived usefulness (4 items), perceived ease of use (4 items), attitude (3 items), and demographic information (i.e., sex, age, school year, and prior e-learning experience). All items were adapted from previous studies: Lee, Cheung, and Chen (2005), Ndubisi (2006). All responses ranged from Strongly Disagree (1) to Strongly Agree (7), using a 7-point Likert-type scale.

Cronbach's alpha reliability coefficients ranged from .88 to .93, supporting the internal consistency of the study's variables. Hierarchical multiple regression analyses were performed to examine the moderating effect of prior e-learning experience on the relationships. Predictor variables (including the moderating variable converted into a dummy variable) were entered in the first model where a criterion variable was attitude, and then an interaction term was added in the second model. Results revealed a significant interaction effect of perceived usefulness × prior experience with an R-squared of .06 ($F_{(3, 176)} = 246.781$, $p < .016$). A simple slope analysis was further conducted to understand the direction of the interaction effect at no experience and prior experience of the moderator variable. The effect of perceived usefulness on attitude increases with prior e-learning experience. The interaction effect of perceived ease of use × prior experience was significant with an R-squared of .13 ($F_{(3, 176)} = 51.831$, $p < .040$). The results of simple slope analysis showed that the positive effect of perceived ease of use on attitude is enhanced with prior e-learning experience.

The findings suggest that the perceived usefulness and ease of use on e-learning can result in more favorable attitudes toward e-learning for students with prior experience than for those with no experience. According to Gefen, Karahanna, and Straub (2003), the relationship between beliefs, attitudes, and intentions should be stronger for experienced users because potential users base their perceptions on secondary and relatively superficial information. Moreover, the findings showed that the coefficients of perceived usefulness and perceived ease of use were all significantly positive, indicating that the two factors are indeed important in the configuration of students' attitude toward e-learning. Students have a positive attitude toward e-learning because they feel that e-learning education is useful for their coursework and easy to use, leading to their higher intention to use e-learning. This study provides valuable insights for e-learning developers and deliverers in the field of sport management when they develop implementation strategies. To succeed with e-learning adoption, they need to provide students with technical and pedagogical support to develop students' self-directed learning skills. Providing students with a variety of tools

and resources (i.e., additional links, guides, and multimedia) can also be effective in expanding students' interest and increasing their problem solving skills, which is closely linked with their self-confidence in the learning process.

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Developing The Swiss Elite Snowboard System Nationwide To Increase The Success At International Competitions

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Aim of the research

Winning medals at Olympic Games is the highest form of success an Athlete can achieve. It can also trigger new developments for Sports in the respective country. Small countries like Switzerland with a limited talent pool and relatively poor finance funding for elite sport depend on an efficient supporting system for their athletes. Every Swiss franc invested must bring the highest amount of success, regarding the goals defined by the sports federations.

The aim of this research is to identify which factors of the Swiss elite snowboard system need to be developed in order to support Swiss snowboard athletes in the best manor possible.

Theoretical background

In order that athletes receive the best support possible, strategies and structures of decision makers must be optimized for an ideal development of athletes in the respective country. Even though several studies have shown that many countries have similar sport strategies, Sotiriadou and De Bosscher (2013) have written, that a global optimal strategy which guarantees international success is unclear.

To compare sport policies of different countries SPLISS (Sport Policy factors Leading to International Sporting Success) was developed by an international consortium of researchers lead by Veerle de Bosscher. Factors influencing sporting success can be classified at three levels: macro-, meso- and micro-level. The purpose of the SPLISS framework is to model the relationship between elite sport policy policies and international success — the focus of research therefore is directed at meso-level factors (De Bosscher, Shibli, Westerbeek, & Bottenburg, 2015).

The SPLISS framework was built as an Input-Throughput-Output system. Financial support is the input to the system. Throughputs are the policy actions that script and deliver the processes that may lead to increasing success in international sport competitions. The actual performance of nations in elite sport competitions is the output measure of the system.

The talent identification for Swiss snowboard athletes takes place in the Clubs, where they receive first level support. The next supporting level are the regional snowboard federations. Top athletes have access to sport schools and one of two national training centers which are combined institutes. Swiss-Ski, the national snowboard federation defines the guidelines for training and support of the athletes. This complex network of partners must be organized efficiently in order to develop elite athletes in a way that they can win at international competitions.

Methodology, research design and data analysis

For this study the SPLISS questionnaire for Athletes was adapted, in cooperation with the relevant entities of Swiss-Ski, to the Swiss elite sport system and to the sport snowboard. The questionnaire was then sent to all Swiss snowboard athletes with a talent card national and higher. 59 (n =59) of the 76 (N = 76) athletes questioned filled out the questionnaire completely.

Results, discussion and implications/conclusions

Based on the findings in this study the main area of development for the Swiss elite snowboard system is that the system must be developed nationwide.

The national training centers and sport schools form a cluster in which athletes, coaches and performance directors from different sports like skiing and snowboarding train and work. Similar sports like freestyle ski and freestyle snowboard should pool their knowledge in order to create added value through synergies. This network of persons should be used to develop specific knowledge upon which new forms of training or training recommendations can be described. Spreading the new knowledge in an adequate form would have an implication on the nationwide development of the Swiss elite snowboard system.

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FanScore. Decoding The Drivers Of Football Fan Attendance For Growth In A Rugby-Mad Nation

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In 2014 the New Zealand-based Wellington Phoenix Football Club had the lowest per game average attendance of clubs competing in the Australian A-league competition. With all other nine clubs in the A-league having their licences extended until 2034 increasing game attendance is vital to Phoenix's financial viability and retention of its A-league licence.

In prior years attendance numbers at Phoenix home games have ranged from 3,060 to 32,792; with an average attendance of 7,131 in 2014.

The target attendance of 10,000 per game, represented a 40% increase and had been achieved in 25% of matches overall; but a constrained limited marketing budget as a result of lower gate revenues, unlocking the factors in driving fan attendance was key to maximise marketing impact.

Previous international research on the factors impacting attendance at sports games, contained significant differences that limited their direct application to the Wellington Phoenix.

Indeed studies that have looked at the factors influencing game attendance (Reade, 2007; Simmons, 2004) concluded that in addition to pricing, the factors of game quality, competitive balance, team identification and game experience all have influence.

However, factors identified as relevant to game attendance, but of unknown applicability to the Phoenix context, were:

Market applicability — prior studies on factors influencing football attendance have been based in well-established football (soccer) markets.

Different distance measures — studies have included distance as a factor, however they used different definitions related to domestic competitions. Reade (2007) looked at the distance visiting teams (and hence their fans) travelled to attend an away game, whilst Shackelford and Greenwell (2005) reference distance as number of competing teams within a defined radius. Neither are relevant to the Phoenix given their position as the only team in a competition based in another country. The relevant measure of distance for the Phoenix games as proposed in this study is the distance home fans will travel from their residence to the game venue. No studies have yet been located where specific home residence-venue distance has been evaluated as a factor, with Chen, Chen, Stotlar, and Lin (2009) simply choosing a binary variable of 'from home state' or 'not home state' rather than a continuous variable of distance.

Capacity constraint — As noted by Garcia (2002), if some matches in a study are at maximum capacity seating, the determination of overall factor reliability is compromised and a number of studies did not take this into account or used an adjustment or approximation as a result. For Phoenix, matches have never been close to capacity so opportunity to attend is always available and hence the relative weight of factors can be more reliably determined.

An additional limitation of existing research is thatall identified prior studies except Chen et al. (2009) performed their analyses on gross attendance figures only. Basing the analysis on ticket purchasing data allowed modelling of specific individuals behavioural attendance patterns, and hence factors influencing an individual's decision to re-attend. Prior models based on generic attendance only cannot determine factors driving attendance decisions at the individual level.

Method

In increasing home game attendance to secure a stronger financial base for the Club, six measurable factors on driving individuals' attendance were analysed using deidentified ticketing data from the 2011–12 and 2012–13 seasons and matching that to league performance and local factors using logistic regression modelling.

Findings

Competitive Balance was the strongest positive attractor especially when Phoenix were within 4 ladder positions of its opposition; and that increasing Game Quality to a medium to high level can double the likelihood of fans attending.

While weekend scheduled games were more likely to attract fans, differences in regular season or finals was not found to be a significant impact on individuals' game attendance.

Weather was found to be the strongest factor reducing attendance at games (with the likelihood of attending halved when it rains on match days), followed by Distance from the venue is highly significant over 30km but only marginal for distances within this radius.

Two critical findings were that the last game behaviour was a major driver of future behaviour, and using propensity analysis the 15 highest fan potential postcodes within target radius were identified for management to target their marketing investments.

This research adds valuable new insights to the management team and to research on fan attraction to games, but further work is needed in capturing or converting 'at -gate' tickets puchases to ensure the Wellington Phoenix can build a more complete view of all of its fans and the factors driving their attendance.

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Strategic Planning And Climate Change: A Case Study In The Ski Industry

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Introduction

Popular press has explored the economic implications of rising temperatures and changing precipitation patterns (Branch, 2014), as well as how the weather complicates the management of international Hallmark sporting events (Dattaro, 2015). The effects of environmental change, however, are not consistent across varying organizations and markets. Both corporations and locally owned resorts are adjusting their operations due to market restrictions caused by climate change (Branch, 2014), but despite the call for strategic planning research within this context (Nicholls, 2006), organizational action and reaction to long-term effects of climate change on the sport industry have not been substantially investigated. The aim of this research was to evaluate the use of strategic planning by a locally owned ski community in the face of climate change.

For almost 60 years, academics and practitioners have examined successful organizations through the dynamic framework of strategic planning. Wolf and Floyd (2013) categorized this robust body of literature into three time periods: 1) Before the late 1970s and 1980s — investigations were prescriptive and focused on the characteristics of the long-range planning process, 2) 1980s and 1990s research — focused primarily on using empirical data to link strategic planning and organizational performance, and 3) The 2000s — a shift in agenda to using Mintzberg's (1994) fallacies to redefine underlying assumptions about strategic planning. This research project falls into the third time period.

While research exists on environmentally friendly practices that ski resorts have integrated into operations, and anecdotal evidence suggests that they are shifting business strategies to accommodate for climate change, no empirical research has outlined the strategic planning associated with these adjustments. This evaluative research bolsters the existing literature by clarifying the degree to which strategic planning theory is put into practice by sport organizations in the context of a global climate change.

Research design and data analysis

The particularistic, descriptive, and heuristic benefits of a case study structure provided the opportunity for gathering rich descriptions of the processes within the environment of a planned, recreation community in the United States. Semi-structured interviews were conducted with senior management team personnel employed within this community. The community was a homeowners' association with public and private sport recreation services, including downhill and cross-country skiing, sledding, and tubing. For triangulation purposes, secondary data, including annual reports and internal planning documents, were also collected. Open and axial coding were employed by the researchers to determine the emerging themes within primary and secondary data.

Results and conclusions

One primary theme emerged — Engagement in Outcome-based Strategic Programming — and two subthemes, a) Importance of Transparency, and b) Community Membership Contribution. Primary and secondary data analyses indicated that senior management within the organization actively engaged in processes with internal and external constituents to address the repercussions of climate change. Initially the data suggested that senior leadership team members engaged in formalized, strategic planning with an outcome-based approach. A closer analysis of the data indicated that, while the senior leadership team members used language indicative of what is commonly considered to be strategic planning, their behaviors were actually reflective of strategic programming. Examples of such will be presented on the research poster.

Mintzberg (1994) differentiated between strategic planning and programming through the potter's craft analogy; i.e., similar to a potter, a strategic planner's core function is to set a vision for an organization. This is a hands-on, improvisatory process that is responsive to unclear, unresponsive materials. Strategic programming, though, is the process by which the vision is implemented. Personal testimony highlighted organizational commitment to involve internal and external constituents in the programming that was intentionally created in response to climate change. Secondary materials confirmed the practice of employing new strategies, yet no data provided support for strategic planning.

The core function of strategic planning was not embraced by the organization examined in this study. Some success has been found by adapting to the effects of the changing natural and economic environments, but strategic planning has not been used to set a long-term vision. The lack of direction and cohesive planning may lead to ultimate downfall for the organization. These results indicate a need to assess the degree to which senior leadership utilizes strategic planning across snow sport-based organizations. Future research objectives include broadening the sample of organizations to include both locally- and corporate owned ski communities, and an investigation into the characteristics of sport organizations that embrace strategic planning and vision setting.

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The Effects Of Physical Activity Participation For Elderly: A Meta-Analysis

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Purpose of study

Korea has become aging society with the problems that the elderly's physical function and financial income has declined. In 2019, it is anticipated that Korea elderly population will account for 14% of the population (Baek, Min & Jung, 2016). In addition, to preparing for super high aged society, various researches are focusing on successful aging. Therefore, alternative is needed to solve the psychological shrinking of elderly.

The individual research which has so far aimed at participation of elderly is processed using various methods. However, only a few comprehensive studies have been conducted. Thus, the purpose of this study is to examine the effect of physical activity participation of elderly so this research utilized meta-analysis.

Theoretical background

Because the senescence is the period that health and stamina are constantly weakening, physical activity plays important role for the aged. Individual studies did not show the consistent results in relation to exercise participation of the elderly.

In this study, meta-analysis was applied to solve the differences among the researches. Meta-analysis is a quantitative summary of the results by summarizing and comparing the results analyzed for different background factors on similar research topics (Farley & Lehmann, 1986). In meta-analysis, the effect size, which is a standardized statistic, is calculated to enable comparison between different studies, which is easy to quantify because it includes the magnitude and direction of the variables (Glass, 1976). In other words, meta-analysis has the advantage of gaining the overall result of various dependent variables in measuring the influence of specific variables.

Method

This study intended to investigate exercise participation of the elderly. Journal articles and dissertations published from January 1995 to August 2016 were chosen. To search journal articles and dissertations, We use Research Information Sharing Service (http://www.riss.kr) and Korean studies Information Service System (http://kiss.kstudy.com). This study searched keywords as "elderly sports", "elderly physical education", "elderly movement", "elderly leisure" and " elderly physical activity". Results were primarily searched in 802 dissertations and 603 papers in academic journals. Also studies that appropriately suggested sample size, correlation coefficient, and some of demographic characteristics were selected. Therefore, total 20 papers have been finally selected for the analysis. This study conducted includes the coding work on the 20 studies (8 journal Articles, 12 dissertations) selected pursuant to the aforementioned criteria. The coding items included researchers, publication year, correlation coefficients, number of samples, dependent variables. As for the specific statistical processing, the meta analysis program called CMA (Comprehensive Meta Analysis) was utilized.

Results and discussion

The results of this study are as follows. First, in the Egger's test of intercept, the regression section was -0.2844 and the standard error was 2.76 p = .99 (2-tailed) so the significance of the regression section wasn't verified. Second, results showed that physical activity participation have a middle effect on dependent variable, with an effect size of 200. It means that the easier exercise program should be developed and offered to involve the elderly in the exercise. Third, the most influential effect size of physical activity participation sub-factors was duration. It implies that lasting exercise results from childhood participation of physical activity. Lastly, self-efficacy and life satisfaction had the biggest effect on physical activity participation. It shows that the sport for all of the aged improve their confidence and maintain psychological stability.

On the other hand, Netz, Wu, Becker and Tenenbaum (2005) conducted a meta-analysis of the effects of physical activity on the psychological well-being of the elderly. Compared with the present study, the effect size of period, frequency, and strength period was the largest in Korea, but it was found that the effect size of strength was the largest in the United States. On the other hand, the effect of self-efficacy was the most significant among the dependent variables.

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Raising The Organizational Capacity Of Voluntary Sport Clubs: A Process Consultation Approach

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Aim of the research

Aim of this study is to understand which approach (expert or process orientated) sport club consultants use in succesfully raising the organizational capacity of voluntary sport clubs in the northern part of the Netherlands. Around 130 professional sport club consultants are active in the northern part of the Netherlands, but it is not clear which approach they use in raising the organizational capacity of the clubs within a specific context and if this approach is effective.

Theoretical background

A sport club with great organizational capacity has the ability to offer their sport, now and in the future, in a sustainable and socially responsible way to (potential) members. 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 (Coalter, 2007) and declining number of members in complex contexts (Wollebæk, 2009). Between 300–500 sport club consultants, mostly funded by local governments or sport associations, are tasked to raise the organizational capacity of these VSCs in the Netherlands. Most consultants play an expert role delivering generic interventions on specific topics as recruiting volunteers, sponsorships or positive behavior support. The other consultants play a process consultation role in which a holistic strategic change approach is used for more sustainable organizational development (Schein, 1999). The context of the organizations (VSC's) is determining which approach is the best in developing the organizational capacity. But most of the time consultants use the same, mostly expert role, in consulting the organizations (Boonstra & Elving, 2009). Therefore it is not clear which approach (expert or process orientated) sport club consultants in the Netherlands use in raising the organizational capacity of VSC's in different contexts.

Methodology, research design, and data analysis

The study will be conducted from March 2017 till the end of July 2017 in the northern part of the Netherlands. In March we have started with identifying successful sport club consultants in three steps: these steps show a qualitative description of the current competences, approaches and interventions (repertoire) as seen by the sport club consultants in our target group:

1. A group of experts have been gathered to formulate criteria for the competences, approaches and interventions of a successful process orientated sport club consultant.
2. The criteria from step 1 are validated by theory about organizational development and consulting of organizations. Thereafter the criteria are processed into a digital survey
3. The survey has been send to n = 130 sport club consultants in the northern part of the Netherlands.
4. Based on the output of the survey, profiles will be developed of different types sport club consultants (process orientated, mediator, supporter, coach, expert) and the approaches per type of consultant. For each profile a ranking will be made based on which criteria (from step 1) the consultants meet. This ranking will be used to make a selection of successful sport club consultants to conduct research in five multiple case studies.

From June on multiple case studies will be conducted in which five process consultants are working with a VSC. A case study protocol will be developed that observe the consultant in three sessions at the club. In addition interviews will be conducted with the consultant, the board of the club, and other relevant stakeholders. With a cross-case synthesis patterns will be developed in the way the consultants worked and how these approaches were interpreted and valued by the various stakeholders.

Results, discussion, and implications/conclusions

In the expected results both approaches and interventions (repertoire) of the consultant as their competences and qualities are analyzed which will result in the profiling of the active sport club consultants. We also gain insights in which approach of the sport club consultants is the most effective in raising the organizational capacity of a VSC in a given context. New insights on how consultants can successfully contribute to the sustainable organizational development of VSCs will be presented.

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Decision-Making Styles In Iranian Consumer Behavior For Sport Products

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Introduction

Sporting goods significantly impact national and international business. Even though sport consumer shopping behaviors are treated as an important factor in national and international sporting goods companies, previous studies involving consumer decision-making styles have only been seen in individual countries (e.g. South Korea, Singapore, the USA) to either identify factors of Purchaser Style Inventory for Sport Products (PSISP) or classify consumer shopping behaviors. Consumers are attractive to price with brand when purchasing a product (Anonymous, 2011). However, they do not perceive high-profile brand with higher price. Furthermore, a good experience marketing strategy can generate positive attitude toward brand (Tu, 2007). In addition, they spent their allowance to increase their quality of life; for example, hobbies, meals, travels, and books and magazines. As individual consumers possess various purchasing behaviors, consumer decision-making styles have been conducted over cross-cultural environments (Azizi & Makkizadeh, 2012).

Methods

The research is regarded as an application one and the methods of data collection is descriptive and correlation, the population on this study included participation purchase sport products in iran. Sample size is based on formula for calculating the morgan and kerjsi table sample size 182 females and men completed the questionnaire measure consumer decision-making styles (shopping styles) for sport products Bae, Lam, and Jackson (2009). 3-item purchase intention scale (Dodds, Monroe, & Grewal, 1991) the data was analyzed based on Multiple regression analysis, measuring with the significance level set at 0.05.

Results

The results of the log-linear regression analysis show that decision making styles model is related with the purchase intentions ($p = 0.001$), so it can be concluded that decision making styles can be the predictor of purchase intentions and the percentageof variance explained by the models regarding decision making styles ($R = ./335$). Further positively relation between quality accounted for the most variance in purchase intentions ($R^2 = .174$) brand ($R^2 = .141$)and price ($R^2 = .223$) also there are not significantly relationship between recreation and habit with purchase intentions consumers.

Conclusion

This study focussed on consumer's decision-making styles shopping styles) for sport products among Iranian. This study helps advertisers or markets to rethink and develop appropriate marketing strategies for intention purchase as well as to understand the different decision-making styles of local consumers and better approach new and existing consumer markets. Based on the findings of this study quality, price and brand predicted intention behavior, therefore, sport marketers are able to establish some useful guidelines on iranian consumer markets. we believe this local consumers and better approach new and existing consumer markets paper is important for sports marketers to predict consumer shopping patterns and maintain proper inventory levels, particularly when marketing in global markets.

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Paralympic Legacies: Evidence From The 2000, 2008 And 2012 Paralympic Games

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Aim

The aim of this literature review is to bring together research regarding the legacies of the Paralympic Games in Sydney, Beijing and London. The central research problem of this review is: How can the Paralympic Games alter social inclusion of people with a disability in a hosting nation, and what insights have come from the Paralympic Games of Sydney, Beijing and London? This article offers an examination of the impact of each event in the legacy domains: infrastructure, political, sports and social. It overall focuses on the opportunities the events have brought regarding social inclusion of people with a disability.

Literature review

Governments worldwide tend to see mega sports events, such as the Olympic and Paralympic Games, as tools for development. Despite the huge investments necessary to host these event, limited research has been done on the social impacts (Cornelissen, Bob, & Swart, 2011, p. 313). The Paralympic Games of 2016 have grown into an event with 4,350 athletes, making it the third largest sports event worldwide (International Paralympic Committee, 2015). However, legacy of the Paralympic Games is a topic which has rarely been discussed (Weed & Dowse, 2009, p. 170). During the last decades, people with a disability have been included in sports increasingly and the attention of the media for adapted sports has risen (Doll-Tepper, 2007, p. 11). Nevertheless people with a disability still remain restricted in their participation and limited in their activities due to their impairment (World Health Organization, 2011, pp. 7–10). The size of the Paralympic Games and the international attention it receives can ensure a decrease in obstacles blocking their participation, which results in more social inclusion of disabled people in a host nation.

Methodology

This article is based on a literature review because the method offers a comprehensive overview of available academic and grey publications related to the topic. This furthermore helps to identify contradicting findings and opinions regarding Paralympic legacy in the host nations. The article is based on three case studies, which are chosen since Paralympic legacy planning and research have been evolving as of the year 2000 up until 2012. Another reason is that researches on legacy of other Paralympic Games are mostly anecdotal and lack empirical data.

Results and discussion

On the one hand, governments tend to see mega sports events as a way to stimulate development (Cornelissen et al., 2011, p. 307). On the other hand, groups of inhabitants of host cities/countries are openly against hosting these events. Despite their disapproval of such events, limited research has been done to clarify the social benefits (Cornelissen et al., 2011, p. 313). The author has developed a model, based on four legacy domains, in order to fill this void regarding the social impact of the Paralympic Games. In the case of the Paralympic Games of Sydney no legacy plans were made beforehand and all impacts were ad-hoc. The impact on social inclusion of disabled Australians, due to changes in the analysed legacy domains, thus seems limited. Social inclusion of disabled people in China appears to have been stimulated due to the Paralympic Games of Beijing 2008. The biggest developments were in the domains political and sports, however the question remains if the entire disabled population noticed these impacts. In relation to the event in London social inclusion of people with a disability was placed high on the agenda. The event proved that positive impacts within all four legacy domains can be achieved with a proper planning. Overall it can be concluded that as of the year 2000 Paralympic legacies have experienced a positive development. However, measuring the exact impacts can be quite challenging. The analysis of the three case studies demonstrates similarities and contradictions throughout a variety of sources. Due to these conflicting views it is hard to define the truth. While legacies in infrastructure are visible and changes in a country's policies regarding disabled people are quite distinctive. Effects in the sports area tend to blur a little already, as it often remains questionable who exactly enjoyed the benefits of the Paralympics. And although research on social legacy seems to be increasing, it still remains difficult to measure the intangible effects among a country's disabled population.

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Sport Event Sustainability In The Future-Analyse Of Systemic Model

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Aim of the project

Sustainability is nowadays a "must-have" in the planning process of a sport event. This demand is one next to other issues in the event management and it's a question of human and financial resources how good he gets covered. "Today a sport organizer does not only enable sport performance but also act economic efficient, social compatible and ecological" (Leitfaden, 2013, p. 2). This quote confirms the complexity with which an organizer is faced today from different stakeholders and a look at the quality of the sustainable realization is considered. How is the discrepancy between theoretical desire and reality? The aim is to illustrate the complex construct of event sustainability concerning the different interests as well as the public structures and which approach of systemic role model should be considered for the future.

Theoretical background and literature review

Since years the science emphasise the importance of sustainability at sport events (Preuss, 2007; Smith, 2009). Stakeholder like the public authorities are focussed at sustainability because of their public responsibility (e.g. Federal constitution, Art. 73). In every budget of a big sport event the government gives a relative financial support in return of sustainable actions. The Model of the three pillar of sustainability sets the fundament and need to be extended for sport events by the dimensions sport and economics The most popular approach to monitor sustainability is by tools for organizers. On the international level exists the GRI (Global reporting initiative) which is specified in the EOSS (Event organizers sector supplement). The AISTS (Académie international des sciences et techniques) developed the Sustainable Sport & Events Toolkit for the Olympic Games in Vancouver 2010. European Athletics offers a brand called "green inspiration" for sustainable initiatives. The study of the "effects of the UEFA EURO 2008 on the sustainable development" (cf. Müller, Rütter & Stettler, 2010) indicated in Switzerland the creation of tools such as sustainable reporting and the EVENTProfil.

Method research design, and data analysis

The described complex cluster system is illustrated exemplary on a case study with descriptive character. A convergent mixed research design (Creswell & Clark, 2011) was used. The data collection was compounded by qualitative and quantitative instruments such as expert's interviews and document analysis and was proceeding over three months.

The research group was a criteria based selected event pool of six international sport events in Zurich in the event cycle 2014/15. A heterogeneous event pool illustrated a qualitative overview and cross section through the different types of events. The case study was limited on three groups: the organizer, the NOC and the government. The data were collected in five subtopics: General sustainability, formal sustainability, operational actions, laws, actions in the system. The interview was based on open, nominal and scaled questions and listing parts. A quantitative analyse of public regulations in the same five subtopics completed the data. The results were displayed separately after each party (external influenced actions were marked).

Results discussion and implications

The organizer were very content with their practical realization. In the society dimension the public authority claimed the most actions from an organizer. The organizer on their side realised the most actions in the ecological dimension. 82% of the organizers mentioned internal reasons to do sustainable actions. The cooperation between the parties was described as pragmatic, good and tight. Several processes in the federal system were described as not well coordinated. The organizers role in the system was described as subsidiary executing, initiating, activating and mainly responsible for the sustainability. The role of the sponsor was connected with economical intentions and for their image. Regarding optimizing and supporting potential all organizers see improvement possibilities in their own power. The biggest ask for support for optimizing is required to the government and the sport federation.

This evident request towards the government and federation initialize further discussions. What are the approaches to improve the system between these three main parties and the federation? Are obligated tools for the organizers the right way? Which systemic approaches are useful to emphasise a constructive development in this area? This results will be illustrated at the conference for sport events classified as M

or L events (Classification after the analyse of the public sport support (Stettler, 2011): Budget min. CHF 50,000, min. Participants 1,000, min. Audience 5,000 and Media activities).

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Risk Management During Sport Activities: Further Analysis Of The Recent Legal Case In Japan Regarding Foul Ball Damages On A Spectator In A Ballpark

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Aims

One of the key elements for solid sports development is risk management of accidents that are inherent in sports (Ishii, 2013). Following our presentation at EASM in 2016 (Ishii & Nakamura), which studied the first Japanese case that recognised the civil liability of the professional baseball clubs and stadium owners incurred by the foul ball damages on a spectator, we examined the impact of its second trial because the high court has changed its judegment.

Background

The idea of limiting the duty of cares regarding the ballpark ownership and management, which is also known as "the ball park rules", has been widely recognised in US (Juliano & Healey, 2009), as well as in Japan. While the principle allows the industry to offer spectators more exciting experiences at the stadium with less obstruction of scenery. It means that spectators sitting in the area are provided a little but reasonably enough safety measures. Also, they are assumed to accept the risks inherent to the game, such as a foul ball and a flying bat, as a part of agreement which is usually stated on the back of the ticket. However, in the following case, Japanese court questioned such a broad application of the rules in order to protect the spectator, especially those who have difficulty in responding to such a fast moving object.

Case

Hokkaido Nippon-Ham Fighters, Sapporo Dome Co. Ltd., and Sapporo City v. X, Sapporo High Court (20 May, 2016; NE) No.157 of 2015.

On 21 August 2010, defendant X, a woman in her thirties, together with her husband and their three small children visited Sapporo Dome (a stadium/venue management) when the Fighters (a home time/event host) invited local children to the game conditional on their caregiver's escort. Although the invitation was to gain new funs who were new to the sport, the event organizer did not give additional caution when the husband was choosing the seating area for his family, which had higher possibility of a foul ball than other areas. Then, X was struck by a foul ball on her right eye during the game. Consequently, she lost her eyesight, and brought an action against the home team and the stadium, in addition to the city of Sapporo (venue owner) for not taking the necessary safety measures to protect spectators in the stand.

The original judgment at the lower court (*X v. Hokkaido Nippon-Ham fighters, Sapporo Dome Co. Ltd., 33 and Sapporo City*, Sapporo District Court (26 March, 2015; WA) No.1570 of 2012) acknowledged the defect liabilities of all the three entities. However, the second trial denied the deficiency of the three plaintiffs' liability regarding the installed safety procedures which were judged enough for the regular goers of a ballpark. However, regarding the duty of cares of the event host, the high court upholds the original judgment, by requiring them the additional responsibility for the concerning guest (Hatanaka, 2016).

Discussion

The original judgement rejects the principal of ballpark rules and ask the industry to fulfil the duty of cares in general, by reasoning that it was impossible for everyone in the stand to completely avoid a risk inherent to the sport through the entire game. Thus, the ruling could have made the stakeholders in the sector to take all possible safety measures which are very likely to compromise how they present the sport in a dynamic way.

However, by reinstating the ballpark rules, the second trial allowed the sector to keep offering an exciting experience to the fun on site with only the reasonable protection. At the same time, it also reminds the game organizers to consider their liability case by case. To summarize, the judgment this time will encourage the industry to seek the good balance of customers' expectations for both excitement and safety in stadium. Such a judgment will be helpful in advancing one of the crucial goals in the national sports basic plan renewed in 2017 that promotes the idea of attractive and profitable sports venues which offer an added-values experience to the spectators.

Meanwhile, for the salvation of these who are severely affected in sports accident, it is crucial for the sector to have the system to litigate the risks concerned. For reference, in 2015, The Sport Safety Association of

Japan launched the new liability insurance for sport and cultural facility owners and service providers which covers the damages onto all type of participation — as a player, a staff and a spectator.

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Impact Of Centrality And Satisfaction On Repeat Volunteering Intention Of Female Sport Event Volunteers: A Serious Leisure Approach

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Aim of research and background

The issue of recruiting and retaining sport event volunteers for future events has heightened interests among scholars and practitioners as a means to establish and maintain volunteer workforce (Green & Chalip, 2003). It is vital to understand the various characteristics and dynamics of volunteer behaviors such as the linkage between centrality, perceived satisfaction, and loyalty behaviors. Nevertheless, sport volunteers have been generally ignored as a subject of research (Jarvis & Blank, 2011), especially in the perspective of volunteering as serious leisure and in particular amongst female volunteers. The purpose of this research is to examine the behavior model of female older adult volunteers in a sporting event. The model, which consists centrality, volunteer satisfaction, and intention to continue was examined pertaining to different levels of serious leisure traits (i.e., perseverance, career, durable benefit, unique ethos, and identity).

Method

140 usable samples were obtained from the IAAF World Championship Games. Hierarchical cluster and k-means cluster analyses categorized the groups pertaining to different levels of serious leisure traits. AMOS 18.0 was utilized to conduct confirmatory factor analysis and structural equation modeling.

Results: Cluster analyses verified two distinct groups of serious leisure traits (High, n = 84 and Low, n = 56). Statistical significance of all three variables on both high and low levels of serious leisure traits was confirmed. CFA confirmed measurement validity (Factor loadings > .70, χ^2 = 145.302, CFI = .90, TLI = .90, SRMR = .06, RMSEA = .05). Model testing results for construct validity indicated good fit to the data (χ^2 = 87.308, CFI = .90, TLI = .90, SRMR = .06, RMSEA = .05). Volunteer satisfaction fully mediated the association between centrality and intention to continue in the low group. The path from centrality to intention to repeat volunteering was statistically insignificant. Partial mediating effect of volunteer satisfaction was recognized in the high group. All paths in the high group model were statistically significant.

Implications

The findings indicate that female volunteers perceived their activity as serious leisure, which influenced their volunteering experience and repeat volunteering intention. This finding is in line with previous studies that conceptually suggest the positive relationship between each construct (Misener, Doherty, & Hamm-Kerwin, 2010; Stebbins, 1996). Centrality was a key component in directly affecting volunteer experience and future behavior for the high group, however, not for the low group. This implies that female volunteers with higher level of serious leisure traits consider volunteering as a central part of their livelihood. Furthermore, the group with higher level of serious leisure traits also displayed stronger level of satisfaction and more likelihood to repeat volunteering. Thus, it is important that volunteer management programs include activities that enhance serious leisure traits in order to maintain positive volunteering experience and induce active volunteering on a continuous basis.

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The Perception of Instant Replaying System in Sport: Fair or Fun?

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Aim of the research

In sports, every decision made by referees, and even a referee's single decision can be very influential in final game results. There have been many attempts to create a better system of judgment, and one of the most effective ways was to start using technology in sports. However, there have been controversial views concerning whether using technology in mediated sports, especially for an instant replay system (IRS), can interrupt the flow of games. In terms of the implementation of an IRS in sport, the current study provides a conceptual framework to answer two research questions: (1) what is the role of utilizing IRS for viewers' perceived fairness and enjoyment? (2) what are the factors changing the levels of viewers' perceived fairness and enjoyment in the context of utilizing IRS?

Theoretical background

To the contemporary sports viewers, the use of technology is potentially one of the most crucial components to maximize their viewership (Cummins & Hahn, 2013). The introduction of an IRS contributed to transforming time (e.g., slow-motion re-presentations of play) and space (e. g., close-up play with different perspectives; Mullen, & Mazzocco, 2000) for viewers, creating a unique media consumption experience compared to live spectatorship. There are three types of facilitating technology in sports (Leveaux, 2010): (1) post-game match analysis, (2) specific incident review during the match, and (3) off-field referee's advice to center referee during the match. Among these types, specific incident reviews during the match may influence the flow of games because it requires stopping the game for immediate action to the challenges.

Research design and data analysis

Our conceptual framework consists of three main components. First, the proposed conceptual model includes the proposition that utilizing the IRS influences both levels of the viewers' perceived fairness and enjoyment, which can be explained by "openness" and "hedonism", respectively. The results of Lee and Trail's (2007) study showed that values of openness and hedonism were antithetical to each other, so they may be unrelated or negatively correlated. On the one hand, utilizing the IRS is more likely to increase the levels of sport media consumers' perceived fairness. On the other hand, using the challenge system may be disruptive where there is a very dynamic game, so viewers' enjoyment level may be decreased. We assert that the application of the IRS contributes to increase viewers' perceived fairness and decrease enjoyment level.

Second, the proposed conceptual model includes intrapersonal characteristics, which possibly impacts the relationship between utilizing IRS and sport media consumer outcomes (i.e., team identification and the current status of knowledge on a certain type of sport). Because highly identified fans are more likely to report favorable evaluations of their team performance (Dietz-Uhler & Murrell, 1999), the level of perceived fairness can differ from viewers' team identification level. In addition, viewers with high levels of knowledge about a specific sport, a team, or a player are more likely to enjoy the games when specific interpretations of challenging moments during matches are provided through using IRS.

Third, the conceptual model includes two contextual factors, potentially influencing media consumer outcomes; regulations and forms of IRS. Each sport has different regulations for IRS in terms of the initiator of the challenging request (e.g., replay administrator, coach, or player) and the numbers of challenges allowed. For example, some players or coaches use the request of the immediate video analysis tactically and intentionally for interrupting the flow of games rather than for correcting referee's unfair judgments (Leveaux, 2010). The other contextual factor is the various forms of IRS (e.g., slow-motion, replay showing various angles, or analytic video software). Different forms of IRS in sports include a line call in tennis, whether a ball crossed the goal line in football, points for head kicks in taekwondo, and foul balls/homeruns in baseball.

Results, discussion, and implications/conclusions

We highlight the role of utilizing IRS in media consumers' perceived fairness and enjoyment arguing that these influences can be different according to sport media consumer's intrapersonal characteristics (i.e., team identification and the current status of knowledge) and contextual factors (i.e., regulations and forms

of IRS). During the poster presentation, we will discuss the implications in detail with cases (e.g., hawk-eye system in tennis, wireless scoring system in taekwondo).

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Understanding Sport Video Game Effectiveness From An Attitude Strength Perspective: A Case Of A Spectator Sport Team Brand

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Aim of research and background

Sport video games (SVG) modeling real life sports have been one of the most popular entertainment genres worldwide, turning the medium into a promising vehicle for sport marketers. Despite the growing popularity of SVG as a marketing tool, little empirical work has been sought to examine how game users' emotional and cognitive responses to sport team brands in SVG influence the strength of their brand attitudes and its relationship with subsequent consumption behaviors. Accordingly, this study tests whether sport video gaming fosters stronger attitudes toward sport team brands in SVG, which guide related brand choice behavior.

Given the development of new audio-visual technologies, Li, Daugherty, and Biocca (2001) suggest a need to include the new type of consumer experience (called a virtual experience) in a mediated environment to better understand consumer learning. Previous research has examined virtual experiences in SVG, focusing on evaluative attitudinal dimensions such as the overall evaluation (positive or negative) of corporate brands (e.g., Walsh, Kim, & Ross, 2008). However, conceptualizing attitude as an object-evaluation association, this line of research has generally failed to provide strong evidence that attitudes are good predictors of behavior. Consequently, researchers have approached the attitude-behavior relationship from a moderator variable perspective, focusing on non-evaluative attitudinal dimensions denoting attitude strength (Fabrigar, Macdonald, & Wegener, 2005). With the moderator approach, the research has shown evidence of higher attitude-behavior consistency with non-evaluative dimensions of attitude (attitude accessibility and attitude confidence).

Even though a large number of game users in the real world play the same game repeatedly until they master the game, the SVG research has failed to achieve a more realistic exposure environment within the confines of an experimental setting (Walsh, Kim, & Ross, 2008). Many studies have provided evidence that repetitive advertising has an effect on cognitive structure elements such as beliefs, attitude and behavioral intention (Campbell & Keller, 2003). These findings provide insight that SVG features which enable to repetitively interact with sport brands may affect attitude strength, which lead to behavior.

Methodology

For the purpose of this study, an experiment was designed to test the impact of repeated exposure to a sport video game (virtual sport experience), comparing to the impact of a real-life pre-recorded sport event (direct sport experience) on sport team brand attitude strength and choice behaviors. Using a convenience sampling technique, a total of 240 undergraduate students at a medium-size East Coast university in the United States was recruited. In the video game groups, participants were asked to play SVG in a single, 3 or 7 exposure condition with one of three sport video games (NBA, NFL, and FIFA) for virtual experience. For direct experience, participants watched a pre-recorded sporting event of a sport team for 30 minutes on a 40-inch TV. Following the subject's exposure to either a SVG or a televised sporting event, they completed a post-test questionnaire and then took a response time test in a personal laptop computer for a latency test. Last, participant's brand choice behavior was examined in a brand choice situation. All of the scales were adopted from previous research with some modifications (Kim & Ross, 2015). With previous brand attitudes as a covariate, ANCOVA was employed to test the mean differences of research variables among experiment groups.

Results, discussion, and implications

The results indicated that repeated exposure to SVG with a sport team brand influences sport team attitude and its strength, and subsequently behavior in a brand choice context. Regarding the effects of repetitive brand exposure on attitude strength, this study found that repeated exposure to a NBA team brand in SVG results in brand attitudes that are more accessible from memory, and held with more confidence than a single exposure to the brand, $F(3, 76) = 5.65$. $p < .001$ for brand accessibility; and $F(3, 76) = 4.52$, $p < .01$ for attitude confidence. Sport brand attitudes formed on virtual sport experience with repetition is as accessible and held with the same degree of confidence as those formed on direct experience. The results of Hierarchical multiple regression with an interaction term found the moderating effect of attitude accessibility and attitude confidence on the attitude-behavior consistency ($\beta = .18$, $t = 2.54$, $p < .05$). These results are

similar to those in the other experimental groups with NFL or FIFA team brands. The findings of this study will be used in an effort to unravel the potential of sport video games as a marketing tool and enrich new media effectiveness literature with a theoretical framework in sport consumers' behavior.

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Basketball And Football Brand Management: Lithuanian Case

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Aim of the research is to analyse factors that have an impact on building basketball and football high-level and mid-level clubs brand in Lithuania.

Theoretical background

In Lithuania there is great interest in basketball and football, however only from an aspect of sport, not from a perspective of an entire match. The Powers (2012) research indicated the importance of famous clubs' brand equity such as "Zalgiris" in Lithuania. Even the club's strategy model allows for a club to achieve remarkable performance success in the field and to generate revenue of it. Richelieu, Pawlowski and Breuer (2010) define an importance of emotional response from sport fans, because it is stronger than any other industry in the world and helps to create strong sport brand equity. Research of Tsiotsou (2013) demonstrated that pleasure plays the most important role for fans, due to their numerous criteria such as trust in their own club, importance, "religion", and self-expression. Although, benefits of the brand equity and its components have importance for the brand management of the sport organisations (Villarejo-Ramos & Martín-Velicia, 2007), it can be stated that sport clubs' brand is created by customers giving them the added value of the guarantee.

According to Retar and Kolar (2014), sport organisations as basketball and football clubs are quite sensitive systems. It is very important to identify what kind of factors could have any impact for each club and compare Lithuanian high-level to mid-level clubs. Furthermore, those factors could be unique in many ways with different calibers of play and different cultures involved (Richelieu, Pawlowski & Breuer, 2010).

Methodology, research design, and data analysis

Qualitative approach was adopted to understand the importance and the value of branding in basketball and football clubs. For this research four basketball and four football clubs have been chosen, from the highest Leagues in Lithuania (Lithuanian Basketball League and A League). Four clubs per each sport were selected, specifically those which could help value the brand creation in Lithuanian basketball and football high-level and mid-level performance clubs and also between basketball and football in general. Non-probability target selection was used which is useful for extensive qualitative research, and the research was conducted in two stages. Within the first stage, the case analysis method was adopted in order to study the limited number of the clubs under a reasonable timeframe, at a reasonable cost and with meaningful results in order to gain an overview of clubs' brands. In the second stage, semi-structured interviews were conducted with managers of eight clubs, who were responsible for marketing or communications and were selected by experience and position in the club.

Results, discussion and conclusions

The results revealed a strong gap between Lithuanian basketball and football. The research revealed the differences between Lithuanian Basketball League and Football A League while demonstrating the lack of brand understanding at different club performance levels. Not only did the research of brand management indicate different understanding of brand identity between high-level and mid-level clubs, it likewise revealed different understanding and different brand management between basketball and football clubs. In case of basketball clubs many factors perceived (history, entertainment, fan zones, mascots, shows, etc.) as the norm, and some variables in football not only did they show no influence, but there was no mentioning of them in general (fan or family zones, mascots, high attention to attribution distribution, etc.). Nevertheless both basketball and football clubs, agree with the idea that Lithuanian basketball and football clubs brand management is quite different from famous basketball or football clubs in the world. Brand value depends on customers' interest and connection with the sport club, which in Lithuania is on a quite a low-level. In case of Lithuanian basketball and football this involvement and loyalty mostly depends on sport results. The high-level clubs could create a brand with the whole range of complex components such as stable finances, clear strategies, large audience, high-level sales, customers' attractions, etc. In mid-level clubs brand could be related with components such as social actions or youth development to which managers could pay more attention without a considerable budget or a large audience; managers could create a socially responsible club which would be known by its values and traditions in a small area.

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Customer Service Dimensions On Satisfaction: MLB Season Ticket Holders' Perspective

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Making customers happy and satisfied is important for any organization since it is directly related to customer retention. The quality of product would play a critical role in customer satisfaction. However, providing consistently high quality product is challenging in the sport context due to sport sports' characteristics of "service". For example, quality of games played by sports teams cannot be controlled, therefore it fluctuates by game. This means that customers are not always satisfied with the quality of games (service). Considering the fluctuating product quality, customer service becomes more important for "service" products.

The importance of customer services is even more emphasized for season ticket holders who are more invested than others (Greenwell, Fink & Pastore, 2002). Especially for major league sport teams retaining season ticket holders is critical due to the limited size of target market who can afford the price of season tickets. Therefore, making season ticket holders satisfied is critical for major sport teams, and when it comes to the discussion of customer satisfaction, the concept of "service quality" becomes relevant (Liu, Guo, & Lee, 2011).

There are different dimensions in service quality. Parasuraman, Zeithaml, and Berry (1985)'s exploratory research revealed that there are ten potentially overlapping dimensions which later refined to five dimensions of tangibles, reliability, responsiveness, assurance, and empathy (Parasuraman, Zeithaml, & Berry, 1988). This study examined the importance of these dimensions on season ticket holders' overall satisfaction with the ticket representatives who are the direct contact points for season ticket holders in their ticket purchase, renewal, and resolving other potential issues. Among five dimensions, the dimension of "tangibles" indicating physical facilities, equipment, and appearance of personnel, was not included since the interactions between assigned ticket representative and season ticket holders are over the phone in most cases. Therefore, this study will examine the importance of four dimensions (reliability, responsiveness, assurance, and empathy) on season ticket holders' overall satisfaction with the customer service provided by ticket account representative.

For this study, a season ticket holders' annual survey (n = 1,149) from a Major League Baseball (MLB) team located in the Northeastern region of the United States was used. Season ticket holders ranged from full season tickets to 10 games per season (total eight different types). The survey contained questions to measure season ticket holders' satisfaction level and to grasp their various behaviors. To measure satisfaction level with the assigned ticket representative, aforementioned four dimensions of service quality were measured using a 5-point likert scale ranging from 1 (poor) to 5 (excellent).

Among 1,149 respondents, the majority were male (n = 795, 69.2%), married or partnered (n = 750, 65.3%) and Caucasian (n = 1,001, 87.1%). Only 739 (64.3%) answered the portion of customer satisfaction with ticket representative. Others opted not to answer these questions due to reasons like "cannot remember the name of the assigned ticket executive", "do not have enough to evaluate" or "ticket representative was changed over time".

Overall, the mean scores for each dimensions marked relatively high: overall satisfaction with the ticket account executive (M = 4.30, SD= .98), reliability (M = 4.48, SD = .90), assurance (M = 4.33, SD = .87), empathy (M = 4.48, SD = .79), and responsiveness (M = 4.51, SD =.86).

The data were analyzed with multiple regression analysis with dependent variable of overall satisfaction with independent variables of reliability, assurance, empathy, and responsiveness. The result of the regression analysis showed that all four dimensions were significant predictors for customer satisfaction with assigned ticket representative ($F_{(4, 734)} = 532.27$, $p < .001$, $R^2 = .74$). Specifically, empathy was the most contributing factor on satisfaction ($\beta = .35$), followed by reliability ($\beta = .30$), assurance ($\beta =. 17$), and responsiveness ($\beta = .09$). The relative importance of each dimension on season ticket holders' satisfaction was discussed and its possible reasons were discussed in the context of this specific MLB team.

The results of this study provide insights on different dimensions and its relative importance on costumers' satisfaction on customer service representative. Focusing on "interaction" aspect of service, more discussion and interpretation of the results will be provided along with the implication of the study.

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Introducing Neurophysiological Methods For Sport Management Science

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Aim

The aim of this project is to introduce neurophysiological methods to the field of sport management. Specifically, we introduce and use the electroencephalography (EEG) event-related potential (ERP) method. We argue that the EEG ERP measure is the most feasible tool for sport management scholars seeking to expand the methodological and theoretical boundaries of the field.

Literature review

All psychometric measures are subject to common methodological biases when cognitive processing and demand characteristics can affect one's response (Podsakoff, MacKenzie, Lee, J.-Y., & Podsakoff, 2003). Neuroscience methods, however, can provide objective measures of one's response which he/she cannot cognitively report. Also, neuroscience methods are superior to general physiological measures in that, a physiological measure such as heart rate can detect one's emotional arousal but cannot identify its valance (i.e., whether it was a positive/negative response), while previous research indicates neurophysiological methods can be used to detect emotions at either end of the spectrum.

Compared to other neurophysiological methods (e.g., fMRI; PET; MEG), EEG is the most cost effective method and therefore feasible for small sport management research laboratories (Dickter & Kieffaber, 2014). For example, it would require millions of dollars to establish a PET or fMRI laboratory while an EEG laboratory could be set up with less than a one-tenth of that amount. Among the many EEG techniques, in this study, we demonstrate the ERP method to measure sport consumer response.

ERPs can provide unique insights in complement to the findings of EEG recordings. A body of research has demonstrated that rewarding stimuli elicit greater relative left, versus right, frontal activity, indicative of motivation to approach a given stimulus which is also reflective of greater positive affect (Harmon-Jones, Gable, & Peterson, 2010; Lee, 2014). These and similar results have been further explored by consumer researchers and neuroscientists alike, resulting in a unique field of inquiry known as decision neuroscience, to investigate precise neural mechanisms by which consumers decide to engage in certain buying behaviors.

Methods

The current study intends to expand the research on sport involvement utilizing EEG to examine affective processing in highly involved and low involved sport spectators. Participants were divided into two groups based on their level of basketball involvement. The highly-involved participants were identified as those with experience playing varsity basketball while the low involved participants were identified as those who do not claim to be basketball fans. A series of affective stimuli, specifically dunk shots from a professional basketball league, were presented to the participants while their brain wave activity was recorded using EEG.

An ANOVA design was used with involvement level being the between subjects variable. Participants were 30 right handed young men aged between 18 and 32 (M = 24.77; SD = 4.70). The dependent variables of interest were the ERP brainwave responses to the affective stimuli.

ERPs were measured by 16-channel EEG electrode sensors. The EEG magnitude in the alpha band on the left and right anterior cortex was the specific hemispheric specialization of interest. The P3 wave of F3 and F4 area was the ERP component of interest. Lateralization was computed by subtracting right frontal amplitude from left frontal amplitude. A sport involvement scale, developed by Beaton et al. (2011), was used to check the assigned conditions of highly involved and lowly involved groups.

Results and discussion

Consistent with the goal of the between-groups assignment, the highly involved group showed higher scores in the summated sport involvement scales and intentions to attend future games ($ps < .01$). Results of an ANOVA showed a significant difference ($F [1, 18] = 11.13$, $p < .01$) of lateralization across groups. Brain response to a skilled athlete performance were greater in the high involvement group compared to the low involvement group.

The use of EEG within the current study is an improvement upon previous similar studies due to the ability of EEG to gauge real-time objective measure of participant responses to sport-related imagery. This measure is especially helpful in predicting consumer behavior because it can yield information the participants themselves may be unaware of (i.e., subconscious information). The utility of real-time physiological measures is not limited to research contexts but can be highly advantageous in practice as well. In addition to providing marketing professional with information about consumers' views and preferences they cannot verbalize, these measures can use this insight into consumers' emotions to strengthen marketing/branding strategies and narrow the focus of such efforts to more effectively engage the consumer. Further implications of the findings, limitations, and directions for future research will be discussed in the presentation.

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The Relationship Between Participation In Physical Activities And Spectatorship Of The Football League Championship

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Aim of the research

Since the emergence of professionalisation and commercialisation of football, revenues from match day, broadcasting, and sponsorship have played a significant role in stable management of clubs (Beech, 2004). Among them, the revenues of match day are mainly derived from spectators, which are related to admission tickets, food, drinks, and parking. As such, the spectators are considered important for success of professional sport in that they contribute to increase in the revenues directly and indirectly. Meanwhile, there have been a number of studies on the relationship between participation in physical activities and spectatorship. Thrane (2001) argued that the participants who often engage in physical activities were shown 17% higher probability of sporting events attendance than the non-participants. This means that understanding the spectators is likely to have a positive effect on the spectatorship and further the revenues. Therefore, the aim of this study is to understand the spectators of Football League Championship, and investigate the relationship between the participation in physical activities and consumption of the Football League Championship.

Literature review

For this study, the spectators in professional sports should be understood to explore the relationship between the participation in physical activities and spectatorship. In terms of sport participation, Lera-Lopez, Rapun-Garate, and Suarez (2012) mentioned two conflicting results that taking part in exercise seemed to influence on professional sports attendance, whereas there was non-correlation between the amateur sports spectatorship and sports participation. The correlation between the spectatorship and the participation in exercise, therefore, appeared to be arguable. The association between the frequency of the sport participation and the spectatorship has been studied more variously. Wicker, Breuer, and Pawlowski (2010) demonstrated that the frequency and time of the participation in physical activities are positively related to the sport consumption activities. It can be inferred that the increase in participation in physical activities is directly associated with the spectatorship. Similarly, Wicker et al. (2010) argued that the level and type of sport activities have correlation with the consumption in professional sports. The study revealed that the level of their participation in 17 types of sports activities, such as badminton, tennis, and football, showed differences in spectatorship.

Methods

Data were collected from 120 spectators watching Football League Championship match in the UK on July 25th and 29th 2015 by using convenient sampling method. After removing 17 cases of incomplete or faithless questionnaires, 103 were used for data analysis. The majority of the participants were male (73.8%), 20s (36.9%), and full-time employed (50.5%). For the study, χ^2 test, correlation analysis, and regression analysis were conducted by using SPSS 18.0.

Results, discussion, and conclusions

As a result of χ^2 analysis for examining the difference in the level of the refreshment expenditure between sport participants and non-sport participants, the analysis resulted in a statistically significance association ($\chi^2 = 15.314$, $p < .05$). Specifically, 42.3% of the sport participants were in the expenditure range in '£4 to £6.99', compared to 16% of non-participants. Whereas, 24% of non-participants were in the 'Don't buy' and '£0 to £3.99' groups respectively, compared to 5.1% and 7.7% of the participants. In addition, the finding stated that more frequent participation in physical activities influenced on refreshments ($\beta = .663$, $p < .001$) and merchandise ($\beta = .606$, $p < .001$), and they explained significant proportion of variances in depression scores ($F = 89.560$, $R^2 = .439$ and $F = 44.130$, $R^2 = .367$). In terms of the relationship between the level of the sport participation and merchandise consumption, χ^2 analysis showed a statistically significance association ($\chi^2 = 9.813$, $p < .05$). 28.8% of the recreational participants were in the merchandise spending range in '£30 to £69.99', compared to 5.3% of competitive/elite participants. Also, 42.1% of the competitive/elite participants were in '£70 to £99.99' compared to 18.6% of the recreational participants. Lastly, χ^2 analysis indicated that the intention differed between the individuals sport participants and team activities participants ($\chi^2 = 10.899$, $p < .05$). Especially, 75.7% of the participants in team activities answered that they will definitely attend coming season matches, compared to 53.7% of the participants who did individual activities.

To sum up, the findings demonstrated that the spectatorship correlated with the participation in the physical activities. The findings from this study will help professional sport marketers to make sure how marketing strategies can create synergy effects regarding the revenues. Lastly, further study would be necessary not only to reflect more samples to have representation.

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The Impact Of Sport Event Volunteers' Social Interaction In Virtual Space

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Aim of research and background

This paper highlights the importance of establishing social interaction ties amongst sport event volunteers in a virtual space, which further impacts volunteers' team member exchange, and future intentions to repeat volunteering and spreading positive word of mouth to potential volunteers.

Several scholars have highlighted the importance of social interaction between organizational members to organizational effectiveness (Alge, Wiethoff, & Klein, 2003). Establishing positive social relationships among members is valuable to organizations since such quality relationships contribute to organizational effectiveness and sustainable power (Alge et al., 2003). In addition, social interaction between members leads to organizational effectiveness by influencing team member exchange (Seers, 1989). Although scholars have emphasized the significant link between social interaction and team member exchange and its important role in member experience, studies in sport volunteerism involving these constructs are still nascent (Alge et al., 2003; Liao, Liu, & Loi, 2010; Nahapiet & Ghoshal, 1998). Particularly lacking is the involvement of social media as the platform of member interaction.

Understanding the relationship between social interaction and team member exchange in the social space and how it affects future volunteering intentions, especially in an empirical setting, may provide meaningful insights that will extend the body of knowledge in sport volunteerism in general and volunteer management in particular.

Method

Total of 150 event volunteers in the Northeast region in the United States participated in the survey. The Partial Least Squares (PLS) method of structural equation modeling was used to test the hypotheses and the structural model. Composite reliability test was used to confirm internal consistency of the measurement scales. The adequacy and statistical significance of the path models were confirmed by indices including individual indicator loadings, average variance explained (AVE), bootstrap t-statistics, and convergent validity.

Results

Reliability test generated values between .91 and .97 for all measurement items. Convergent validity was confirmed by examining the item loadings of the latent constructs in respect to the average variance extracted (AVE > .50) values. Hypotheses testing generated significant results. Social interaction ties had a positive impact on team member exchange ($\beta = .41$, t value = 6.68, $p < .01$), word-of-mouth ($\beta = .42$ t value = 7.02, $p < .01$), and re-participate intention ($\beta = .41$, t value = 6.19, $p < .01$). The mediating effects of team member exchange indicated significant paths from social interaction ties to word-of-mouth ($\beta = .17$, t value = 4.65, $p < .01$) and from social interaction ties to re-participate intention ($\beta = .17$, t value = 4.28, $p < .01$). The goodness of fit for the proposed model was .38. This indicates good fit of the model to the data.

Implications

The impact of social interaction on resource exchange and organizational effectiveness mainly found in traditional organization settings may be extended to virtual social media communities. Social media can be used as an interactive tool to connect volunteers in the virtual space and create social communities related to volunteer work. This is turn will encourage volunteers to actively engage in these online communities, offer richer volunteer experience, and build more positive social interactions amongst volunteers.

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A Critical Review Of A Mixed-Methods Design

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Aim

The purpose of this research is to critique notable aspects of an ongoing mixed-method case study. Rudd and Johnson (2010) suggest that the benefits of a mixed-methods design within sport management theory development is linked to enhanced causal explanation; however, "many of the mixed-methods articles uncovered in [their] analysis involved limited or weak use of mixed-methods" (p. 15). Thus, this project serves as an opportunity to highlight (1) difficulties faced with a mixed-methods design, (2) suggestions for methodological improvements during the mixed-methods process, and (3) a reflective discussion of the utility of the mixed-methods approach in the field of sport management.

Literature review

A mixed-method data collection approach was selected for this research that combined both quantitative and qualitative research in a single study. The approach followed a sequential QUANT-QUAL design where the qualitative data was collected to provide interpretation or explanation behind the quantitative data (Creswell, 2003). McKim (2017) posed an important pre-study question for researchers when considering this type of research; "Is mixed methods going to add more value than a single method?" (p. 202). Subsequently, committing to a mixed-methods study means additional time, resources, and expertise required to properly complete the project (McKim, 2007).

In terms of the utility of mixed-methods approaches in sport management, Rudd and Johnson (2010) highlight the benefit of causal explanation when adopting a QUANT-QUAL design. They note this is particularly relevant given the predominance of quantitative methods that leave room for specification error. Further, Creswell and Plano Clark (as cited in McKim, 2017) stated that mixed-methods studies allow the researcher to combat some of the single methodological study weaknesses, and utilize the strengths of both. Further, Hurmerinta-Peltomäki and Nummela (2006) added discussion on the benefits, stating that mixed-methods allow the researcher to both further validate their findings via triangulation, and provide an in-depth exploration of the studied phenomenon. It is important to note that mixed-methods can provide contradictory findings, adding additional work for the researcher to understand the findings; however, it is argued that this leads to more knowledge creation and theoretical contribution in the end (Rudd & Johnson, 2010).

Methodology

This study adopted a mixed-methods approach. First, pre-post surveys measured internship expectations, experiences, career intentions, and well-being of undergraduate sport management students. Second, semi-structured interviews occurred after the completion of the internships was to determine the nature and influence of stimulus events in the context of undergraduate sport management internship experiences. For reference, stimulus events in this study were notable occurrences that stimulate the student in a positive or negative manner during their internship.

Analysis of the pre-post survey data involved descriptive statistics to summarize and describe the data. Paired sample t-tests were used to determine if there was a difference between the pre- and post-survey mean scores regarding the students' expectations versus their experience, their career intentions, and finally, well-being. Basic coding was completed for the interview data to identify themes around the internship experience and well-being, as well as categorize the type and nature of stimulus events discussed within the internships (Yin, 2014). Triangulation then occurred to determine if the quantitative survey results were in line with the qualitative interview findings.

Results/discussion

The key themes regarding the critique of the mixed-methods design primarily include Hurmerinta-Peltomäki and Nummela's (2006) discussion of contradictory findings within the mixed-methods approach; or simply put, reconciling instance where the data sets do not fully reflect each other (Rudd & Johnson, 2010). Relatedly, an important consideration was theoretically determining which data were weighted more heavily, the quantitative or qualitative data. Additionally, Dodge, Daly, Huyton, and Sanders (2012) stated that well-being is a difficult concept because it is tough to define, and more difficult to measure. This was certainly true within this mixed-methods study, where quantitative and qualitative methods revealed that participant understanding of the concept was challenging at times.

Regarding lessons related to the qualitative method within the mixed-methods approach, knowing when to probe or not probe further with certain participants was an ongoing learning process and was facilitated by the mixed-method design. The quantitative data served as a tool to help probe; however, this was still challenging at times. Lastly, studying an experience that is a crucial step for students' career paths brings up issues around what the student is willing to acknowledge or discuss in detail around the experience. This critique serves Rudd and Johnson's call to highlight the challenges and improve understanding around the mixed-methods design in the field of sport management.

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Measuring The Sport Club Experience Quality For Migrants In Germany: Development And Validation Of Sport Club Experience Quality Scale

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Aim of paper

Migration is a timeless phenomenon. As European countries continue to experience increasing migration flows, integration of migrants is a priority issue (Guild, Carrera, & Luk, 2017). Sport, widely viewed as an effective socializing agent, has become an important instrument to promote integration (Entzinger & Biezeveld, 2003). In Germany, the national program 'Integration through Sport' has been implemented to encourage migrants to participate in sport clubs which provide a range of activities and help build mutual relationships. Albeit with this effort, the number of migrants in German sport clubs has continued to decrease rapidly over the past ten years (Breuer, 2009; Breuer & Feiler, 2015; Breuer & Wicker, 2011).

One of the biggest challenges for sport clubs is member retention, and it can be contended that the experience quality has important influence on the retention and the satisfaction (Otto & Ritchie, 2000). Hence, successful implementation of the program requires practitioners and sport club operators to understand which experience quality elements of sport clubs actually attract migrants to join and retain them as members. Few empirical studies, however, have been conducted to investigate variables surrounding sport club experience quality for migrants. Therefore, the purpose of this research was twofold: (1) to conceptualize the notion of sport club experience quality for migrants (SCEQM) and (2) to develop a valid and reliable instrument of the SCEQM.

Theoretical background

Academics and practitioners, in general, have come to agree that the experience is a multidimensional construct involving cognitive, behavioral, and social components (Schmitt, 1999; Verhoef, Lemon, Parasuraman, Roggeveen, Tsiros, & Schlesinger, 2009). To date, in marketing research of service industries including sport and leisure, many scholars have focused on exploratory attempts to conceptualize and measure experience quality (e.g., Grewal, Levy, & Kumar, 2009; Verhoef et al., 2009). Lemon and Verhoef (2016) suggested that it may be more fruitful to consider existing various service quality approaches because other measures have yet to gain traction due to their recency or difficulty. Service quality would be considered an antecedent of service experience, in line with earlier research (Mittal, Kumar, & Tsiros, 1999).

In light of this, the sport club experience quality for migrants was conceptualized as migrant's cognitive, physical, social judgment to all experience and interactions with sport clubs factors: Staff, Peer, Sport Program, Interaction Opportunity, and Facility. With regard to the procedures of investigating the constructs of SCEQM scale, we have referred to several literatures including Brady & Cronin (2001), Chellandurai and Chang (2000), Howat et al. (1996), Kim and Kim (1995), Parasuraman, Zeithaml, and Berry (1988).

Methodology, data analysis, and result

The SCEQM scale was developed in three stages (Churchill, 1979; Clark & Watson, 1995). In stage 1, a pool of items was generated by literature review, on-site observation and interviews, and a panel of experts evaluated the content-relevance items through a modified application of the Delphi technique. A set of 31 items was formulated to represent five dimensions consistent with the conceptual framework. In stage 2, a pilot study was conducted to examine the items and refine the measurement with 218 samples (male = 174, female = 44, Mage = 21.2) participating in German sport clubs for more than three months. The exploratory factor analysis (EFA) leaded to 23 items. In stage 3, the new data set (N = 409; male = 262, female = 147, Mage = 25.1) was analyzed using the exploratory and confirmative factor analysis. Finally, 15 items in five factors were developed.

All dimensions in five factors met the .7 minimum Cronbach's alpha criteria ranging between .811 and .909. The average variance extracted (AVE) values emerged all above the recommended criteria over .5 ranging from .629 to .794 (Fornell & Larker, 1981). The confirmative factor analysis (CFA) result, in particular, indicated the data fit the model well (GFI = .920, RMSEA = .080, SRMR = .033, CFI = .940, NFI = .919, TLI = .921).

Implications

It is vital for practitioners and sport club administrators to comprehend the SCEQM factors that facilitate migrants' participation and retention. The importance of interaction with staff and peer, interaction opportunities, and interesting sport programs has been highlighted in this study. Moreover, in examining participation of new migrant members, policy makers and administrators should work with migrants already participating in sport club activities to establish further sophisticated promoting strategies on the basis of the proposed factors in this research. Lastly, managers and trainers in sport clubs should frequently monitor the SCEQM, and determine if specific characteristics need to be strengthened, augmented or even deemphasized, and then promptly solve unforeseen problems.

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Only Hype Or Sound Business Opportunity? — Virtual Reality To Expand The Digital Business Of Sports Clubs

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Introduction

Virtual Reality (VR) is said to be the next megatrend having reached a maturity (sales are forecasted to double from 2018 to 2020 (Bitcom, 2016)) that allows for serious business applications beyond pure gaming. According to an early definition from the 1990s (Stone, 1993) VR refers to "the computer generation of realistic three-dimensional artificial worlds in which humans, typically equipped with head-mounted 3D displays, interactive gloves … are free to explore and interact with graphical objects in real time." VR recently has gone into action in areas such as medicine (therapy), real estate (virtual estate tours), automotive (product presentation) and in the tourism industry (Huang, Backman, Backman, & Chang, 2016). What about sports? Besides the usage of VR features for match analytics or referee training VR also is starting to invade sports marketing: The German Football League mentions VR as part of its digital strategy, Fox Sports has broadcasted several VR matches, and the club 1. FC Köln conducted a VR pilot among 2000 fans. But has the time already come to establish viable VR business models in sports marketing?

Research question

The research objective was to analyse the current VR potential in sports marketing, which in this context is defined by the following questions: Are football fans already acquainted with VR features? And do they already have the required infrastructure (i.e. VR glasses) at their disposal. If not — are they willing to pay for it? Thus, is the market ready for VR offerings or rather — hypothesising that the market is not yet completely prepared — what limitations does a sports club have to take into account when implementing VR services.

Rationale for this study

VR is still a young academic research area with few published empirical studies, especially in relation to its implications for marketing purposes. Whereas some basic technology acceptance studies build on Venkatesh's (2003) *Unified Theory of Acceptance and Use of Technology*, this model does not address the current early stage of VR penetration, whereby only very few consumers have initial VR experience at all. In context of its potential as a marketing tool, empirical studies only address limited topics beyond sports — e.g. an application in the tourism business (Huang et al., 2016) or augmented reality Marketing (Yaoyuneyong, Foster, Johnson, & Johnson, 2016). Hence, in this exploratory study the fan's familiarity (here: football fans) and attitude towards VR were put into focus.

Methodology

In order to investigate football supporters' VR attitude and familiarity, a quantitative mixed-method approach was chosen. An online survey was conducted among football fans (n = 500; 64% male, 48% below the age of 24) and (still assuming low VR awareness among the supporters) additional data was collected within a qualitative field study. In cooperation with a 1st league club and a gaming network, a hospitality suite was transformed into a "tech suite", in which several VR games were introduced to and could be played by the invited football fans. By questioning those fans after their first contact with VR, one develops insights into the effects of VR experience.

Results

Only 38% percent of the fans already had previous contact with VR. Only 4% of them have their own glasses and could regularly consume VR products at home. Thus, the market is not yet developed for widespread VR demand. Moreover, the qualitative study showed that — even when "infecting" fans with VR excitement — it will take time to create the required market demand for large scale business models. While 100% of the participants of the quantitative field study would strongly recommend the experience to their friends, only 40% would strongly consider buying VR glasses as they are sceptical about the price of the glasses and the availability of relevant content. The average willingness to pay across all age groups is about EUR 190, which is only met by devices that use smartphones — with their limited capabilities. This snapshot of the current VR penetration and its user attitudes implies two factors for the sports marketing context: VR offerings will only be able to attract a wider fan base if one promotes bundles containing the required infrastructure (i.e. cardboard glasses). Once a provider has overcome that infrastructure limitation, the positive first user experience, the high recommendation rate as well as the fans' willingness to pay for

starter model VR features/videos (which are in turn inexpensive to produce), indicate that developing the market is a low-risk and comparably low-investment option for a football club.

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The Membership Satisfaction And Behavioral Intention With The Games And The Marketing Actions Of A Football Club From Pernambuco — Brazil

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Aim of research

The aim of this research was to analyze the satisfaction of the partners-supporters of a sports club from Pernambuco/Brazil with the auxiliary and main services, and to verify the behavioral intentions of these individuals.

Theoretical background

Sports managers are increasingly seeking to adjust the products and services of the organizations to their consumers from Sports Marketing, which is the process of designing and implementing activities for the production, pricing, promotion and distribution of a sports product to meet the needs and desires of consumers and achieve the organization's goals (Pitts & Stotlar, 2002). The quality in the services offered can lead to consumer satisfaction, which per Yoshida and James (2010) is the pleasure in response to holding a sporting event and/or auxiliary services provided during the game. For Biscaia, Correia, Rosado and Menezes (2014) the frequent perception of satisfaction initiates the process of loyalty, an important element for the increase of the revenue of the clubs.

Methodology

The research was descriptive and its sample was composed by 100 memberships of a club from Pernambuco/Brazil, participant of the first division of the Brazilian Football Championship of 2016. The data were obtained through a questionnaire divided into three dimensions ("Satisfaction with club auxiliary services", "Satisfaction with the club matches", "Behavior of the supporters in relation of the club") and items were measured using the Likert multi-item scale, with five alternatives. A pilot test was conducted with professors and university students related to the sport area. After the pre-test, the final version was applied via the internet by the Google DOCS platform. Individuals in the sample were given explanations of voluntary participation and agreed to a free informed consent form. The data were analyzed by SPSS Statistics 20 software. The results are presented in measures of central tendency and the sum of the items of the variables in each dimension by relative frequency.

Results, discussion and implication

The results show that in the dimension "Satisfaction with club auxiliary services", there were higher indices with respect to the relationship, the plans of membership and the price charged, the points of sales of their products and the marketing campaigns carried out by the club. The good relationship with the membership is explained by Santos (2011) as one of the primary factors in satisfaction. These results are like what was pointed out by Carvalho, Molletta, Stinghen and Knaut (2013) in which the Paraná Club supporters-members said they were satisfied with the plans, with the price charged in these plans and with the service rendered. However, the results of the same study disagree with the present research, regarding the products offered by the club and the points of sale, because in the reality of Pernambuco the fan-members said they are satisfied with these elements. Following the sum of the responses of the variables of this dimension and having put in percentage measures, 47% of the fans fit the "very satisfied" option, followed by "satisfied" (37%). The "Satisfaction with the club matches" dimension showed a balance between the variables: satisfaction with the games, if the games correspond to the expectations of the fan and if the games of the club approach an ideal match. Fans' satisfaction has been associated with a greater attendance of team games and consequently an increase in club revenues (Biscaia et al., 2014). After the sum of the results of the variables, most of the fans defined themselves as "indifferent" (44%), "satisfied" (24%) and "unsatisfied" (24%). In the " Behavior of the supporters in relation of the club " dimension, the results are positive and show the connection with the study of Santos (2011), where the fans defined themselves as very satisfied and would return to consume the services of the club. After adding and percentage measures, the fans rated that it is very likely (70%) to consume the services of the club and to remain as a partner. It was concluded that there were positive results in the dimensions of the satisfaction with the auxiliary services and the behavioral intentions and an indifference in the satisfaction with the main service. There is a need for further studies with deeper analyzes and with larger samples that investigate this issue in Brazil, due to its internationally proven relevance, regarding the thematic of satisfaction and quality of service in sports organizations.

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Don't Worry, Be Fulfilled: Exploring Employees' Experience With Leadership And Fulfillment In The Major Games Context

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Research purpose

The workplace is said to be central to employees' lives and a primary institution in which many find meaning and purpose. Many employees seek truly satisfying work engaging their talents, abilities, and core values toward worthwhile endeavours (van der Walt & de Klerk, 2014). Despite the workplace being a cornerstone in employees' lives, little is known regarding the influence of human resource management practices or of leadership on employees in the Major Games (i.e., Olympic/Paralympic Games) work context. Given the paucity of knowledge on this topic, the purpose of this study is to explore the association of authentic leadership on the development of employees' perceived workplace fulfillment in the Major Games context, where employees' perceived workplace fulfillment refers to the eudamonic ideal of fully engaged employees, working while realizing their potential through emotionally, spiritually, and intellectually fulfilling work (Kenney, 1998).

Theoretical frameworks

Authentic leadership is characterized by leaders winning employees' trust and respect by prioritizing their values, encouraging diverse viewpoints, and developing collaborative relationships (Avolio, Gardner, Walumbwa, Luthans, & May, 2004). Given authentic leadership is associated with outcomes including improved employee attitudes, behaviours, and psychological wellbeing, it may be reasonable to understand that authentic leaders assist in fostering positive and ethical work climates that are characteristic of optimism, and honest leader-employee relationships. These authentic leader characteristics align with the workplace spirituality framework, centralized on the notion of employees' inner lives as both nourishing and nourished by meaningful work. Through alignment of these frameworks, the theoretical proposition guiding the current study outlines that authentic leaders foster a climate of workplace spirituality, and are thus able to promote employees' perceived workplace fulfillment.

When workplace spirituality is fostered, organizations experience decreased stress-related illness, burnout, absenteeism and corruption among their constituents. Indeed, both employees and organizations benefit in numerous ways, including: value congruence; work quality; increased life satisfaction; subjective well-being; productivity; creativity; success and organizational profitability. Given the authentic leader focuses on honouring his or her internal values and beliefs through alignment with behaviours, it is proposed that such behaviour allows for workplace spirituality to emerge, allowing employees to perceive some degree of workplace fulfillment.

While the Major Games context is understood as unique given its high velocity environment that is extremely susceptible to change (Parent, Olver, & Séguin, 2009), evidence of employees' perceived workplace fulfillment may be elusive due to unique contextual stressors, including: workload, time constraints, role ambiguity, job insecurity, and work-life conflict (Odio, Walker, & Kim, 2013). As Major Games hosting has become popularized over time, events involve thousands of individuals working jointly where choice of leader is pivotal to the success of the event due to complex working environments.

Methodology

For the current study, a qualitative research design and a phenomenographical methodology were applied, where 20 individuals (i.e., middle managers [e.g., manager or coordinator roles] employed in one or more Major Games' events from 2010 to present) were purposively recruited to participate in semi-structured interviews. Through open coding and thematic data analyses the researcher developed themes that contribute toward further understanding the value of leaders applying authentic leadership practices toward improving employees' perceived workplace fulfillment.

Preliminary results

Preliminary results from analyses of five initial participant interviews indicate that participants are involved in Major Games events, including: Olympic and Paralympic Games, Pan and Para Pan American Games, European Games, Invictus Games and Commonwealth Games, and perceive the Major Games environment to be intense, pressurized and time sensitive for employees, while remaining largely positive. Participants feel that leaders set the tone and contribute to the organizational culture by delegating, empowering, and trusting employees to manage tasks, while supporting and protecting employees from external fac-

tors impacting work ability (i.e., political spectrum, resource sharing). Participants believe that fulfillment is subjective to the experiencer, but is positively influenced by their individual sense of purpose and value congruence with the event, along with workplace achievement and overall client satisfaction. Preliminary results also indicate that through leaders' influence on organizational culture (i.e., empowerment), employees develop a sense of purpose and alignment between workplace culture and community, leading to feelings of fulfillment.

Conclusion

A discussion of implications and recommendations for both sport management academics and leader practitioners interested in the leader/employee phenomenon in the Major Games context will follow a discussion of results. The lack of existing research on the topic of leadership and its influence on both work climate and fulfillment is worthy of study, where a deeper understanding regarding employees' experience with workplace fulfillment will contribute toward both developing Major Games literature and practice.

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Have You Thought About The Club's Image? The Role Of Sport Club Image For The Attainment Of Sponsoring Goals

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Aim of abstract — research question

Sport sponsors have various expectations and try to achieve heterogeneous goals with their sponsorships. However, there is a clear tendency to spend more money on clubs with higher sporting success and better image. Club image is a key variable since sport managers can control their club's image more efficiently than players' motivation or sporting success, aspects that depend on many, partly unpredictable factors (Bauer, Stokburger-Sauer, & Exler, 2008; Gladden & Funk, 2002). The empirical research is based upon a comprehensive literature review of sport sponsoring research with a focus on relevant factors for sponsorship decisions in sports. In particular, the review focuses on empirical sponsoring research that refers to sport club brands. Based on this literature review, the research is designed to analyze the effects of club image on the attainment of sponsoring goals from the perspective of sponsorship decision makers. The research questions are:

1. What kind of heterogeneous sponsoring goals can be identified?
2. How does club image affect the attainment of sponsoring goals?
3. Do those effects differentiate with regard to the sponsoring goals?

Theoretical background

In general, sponsoring literature refers to economic and psychological goals. Typical economic goals are customer satisfaction, customer loyalty, customer acquisition, sales and revenue increase. Psychological goals refer, amongst others, to brand awareness, image improvements, and the enhancement of employee motivation (Apostolopoulou & Papadimitriou, 2004). Of course, the goals can vary depending on the sport's popularity, the sport club's success or, for example, specific strategic approaches of the sponsors. However, the development of marketing theory as a value-based and market-oriented concept demands a dynamic and strategic consideration of sport sponsoring (Demir & Söderman, 2015). Sport sponsorships need to achieve strategic goals, support customer relationship management, generate sales opportunities and provide a contribution to brand management (Chadwick & Thwaites, 2005). Therefore, the attainment of sponsoring goals requires a strategic approach to enable the integration of sponsorships into the entire marketing strategy of the sponsor. With regard to those requirements, the image of a sport club is a critical factor when deciding for a sponsorship.

Methodology, research design, and data analysis

The empirical analysis focuses on sponsorships in different sports leagues in Germany. The research considers sponsors from basketball, hockey, handball and football clubs playing in the premier leagues. It can be assumed that those sports clubs have a profound level of organization and professional structures. The data was collected using an online survey in the 2011/2012 season. Based on available contact data and an adequate distribution over the four leagues approximately 1,800 sponsors were contacted. The survey was addressed to sponsorship decision makers in order to ensure high quality information. As a result, 155 completed questionnaires were received, i.e. a response rate of 8.6%. Although, at a first sight, this response rate might seem low with regard to the actual number of contacted sponsors, however, the contribution of 155 sponsorship decision makers must be highly appreciated since it is usually very difficult to collect such data. The majority of the sponsors are involved in basketball (57%), followed by football (15%) and handball (15%). Sponsors of hockey clubs represent 13% of the data set. Moreover, sponsors come from various branches, e.g. banking and financial services, automobile, energy, media, catering and food service industries, and the construction sector. 40% of the interviewed managers nominate board member, CEO, or owner as their position in the company, 23% belong to the executive management.

First, an exploratory factor analysis (EFA) was performed in order to identify relevant goals of the surveyed sponsorship decision makers. As a next step in the data analysis, structural equation modelling was applied to obtain insights into the relationships between sports' club images and sponsoring goals. The model was built upon the literature review and theoretical considerations of the relevance of club images for the attainment of specific sponsoring goals.

Results, discussion, and implications

Club image is a paramount factor for sport sponsorship decision makers, especially when considering the improvement of specific sponsoring goals. Sport club managers must work on their clubs' images so that sponsors are able to attain their sponsoring goals. Obviously, the clubs' success plays an important role. Nevertheless, sport managers of less successful clubs also need to work on their clubs' image. For example, they could highlight their historical successes or focus on special rivalries. In addition, sport club managers should be aware that the sponsorship decision makers' impression of the club and its ambassadors (e.g., coaches and players) is essential.

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System Design Of Educational Institutions For Sport Management — Comparative Study Of Japan And Europe

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Background, aim of the research

In Japan, the study of "Sports" has historically been categorized under the field of "Physical Education." Takahashi (2016) writes as follows: The first meeting of the Physical Education Administration Society was held in 1953. It then became the Japanese Society of Management for Physical Education and Sport in 1984. In Japan, there has been an increasing number of universities and graduate schools in recent years that have sport management faculty. In view of the circumstances stated above, Japanese educational institutions for developing sport management personnel can be divided into the following categories: 1) educational institutions with strategic courses at the university level, 2) for-profit educational institutions established by limited companies, and 3) non-profit educational institutions affiliated with sports organizations.

In Europe, graduate schools of sport management that foster personnel for international sport organizations have been established since around the year 2000 with the support of IOC and FIFA. It is clear that the design of systems of sport management graduate schools in Europe is led by sport organizations in cooperation with universities. In addition, Harada (2013) presented a rough outline of the following three graduate schools: FIFA Master; Executive Masters in Sport Organizations Management (MEMOS) and Executive Master in European Sport Governance (MESGO). Harada then pointed out that in Europe, not only organizations and associations that control sports, but also teams and clubs, understand the importance of management.

In this study, we will assemble the current picture of the organizational structure of educational institutions for sport management in Japan and Europe. Then, we will find out the differences in the system designs among educational institutions by comparing the roles and operational methods of the organizations and the reasons why they chose particular structures.

Methodology

Research target: Operators of educational institutions offering sport management courses

Japan:

- Educational institutions with strategic courses at the university
- For-profit educational institutions established by limited companies
- Non-profit educational institutions affiliated to sports organizations

Europe:

- AISTS
- FIFA Master
- MEMOS
- MESGO

Research methods: semi-structured interviews with operators, collecting data from the Internet, and collecting brochures

Results and discussion

1. Comparison of the organizational structures of educational institutions for sport management: The organizational structures of educational institutions in Japan and Europe and how they chose particular structures were identified. Also, the differences between Japanese and European educational institutions for sport management was made clear by comparing their roles, operational methods, budgets, and accounting.
2. Background for the differences in system design: It was found that it is not common for Japanese educational institutions to offer internationally recognized degrees, while this is necessary in Europe. This difference occurs because it is important to have degrees to get a job in Europe, while this is not the case in Japanese society.

Conclusion

In this study, we analyzed the organizational form of educational institutions for sport management in Europe. One of the important success factors for sport management students is their ability to build a strong network, and educational institutions such as universities can play an important role in this. In building a network, it is also important to involve relevant authorities and develop an organizational system within which the network works well. It was found that the organizational structure of European educational institutions is designed to help alumni find jobs from the viewpoint of the organizations' roles, operational methods, budgets, and accounting.

On the other hand, we found a lack of affiliation between the "expertise" of the person in charge of the educational institution for developing sport management personnel and "sports organizations" in Japan. Building a framework of cooperation between "education and practical business" is an issue, and there is a need for practical learning outside of school, such as through internships.

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SportIn Global — A Social Platform For The Sport Industry

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Research question

How do you succeed in the sport industry?

Aim of research

Discover what factors that are important to succeed in the sport industry. Come up with a solution that will help sports students obtain more experiences in their field of study.

Methodology

- Primary research: Conversations with Universities and sports organizations, survey among sports students.
- Secondary research: Data collection and analysis from the areas of; sports business, sports technology, technology/mobile, Artificial Intelligence (AI), social networking sites (SNS), 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, while the U.S. total sports market (sports entertainment, clothing/shoes etc.) is estimated at around $500 billions (Plunkettresearch.com, 2016). The U.S. sports market is currently valued (2015) at $63.9 billion, with an estimated growth at a compound annual rate (CAGR) of 3.5 percent to $75.7 billion by 2020 (PwC, 2016).

After conducting valuable market research for my master thesis and speaking with Universities, students, and sports organizations, we came up with a potential solution. With the purpose of being "the best way to enter the sport industry", the idea of helping sports students succeed, turned into a social platform for the sport industry. It is made with a purpose of changing how sports organizations connect and recruit potential employees, with the use of Artificial Intelligence.

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.

Company Vision

"Connect students with all sport professionals and organizations, to change the world of recruiting in sports".

Mission Statement

"A relentless pursuit of providing the best jobs, the most valuable information, and have the largest network on a single platform within the world of sports".

SportIn Global will take advantage of the current and coming growth of sports jobs. Not only will the jobs be available on the platform, but they will provide the most accurate information. This will be extremely valuable for the student who wants to get his/her foot in the door and for sports professionals looking for a change of scenery. The system will be modern, user-friendly and fit the busy lifestyle of a sport student/professional. Sports organization will be able to use our recruiting- and personality algorithm, to find the best person for their job. While Universities will have the chance to market their program through our beneficial advertising model.

One of our major competitive strengths, will be workforce locally and globally, the niche market, and in an industry that lacks innovation and technology, this will adapt well to the upcoming generations. The company is dedicated to build long-term relationships with our customers by providing quality customer service and immediate feedback from the organizations to the students. The company strives for being known as the leading job search platform in the industry, across the globe, and be the go-to platform for creating authentic relationships with sports professionals.

For SportIn Global to be successful, we need to take step by step and think both short-term and long-term. We believe opportunities all comes down to who you sign as your major players, the so-called "marketers". This will create a network effect.

After establishing the platform within Scandinavia and the U.S., we will move our way to West Europe and enter countries such as England, Germany, France, Italy and Spain. These countries also represent the top 5 leagues in professional football. Australia have already proved to be a growing industry, but it would be natural to grow in the region once we have created a solid framework in Europe. Our last strategy, is to take advantage of the growing Chinese market. In 5–10 years, the Chinese sport industry could potentially be the largest sports market in the world.

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Corporate Social Responsibility, Trust, And Commitment At The Intercollegiate Athletic Level: Does Involvement Make A Difference?

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Previous studies reveal four predominant themes present within corporate social responsibility (CSR) research (Breitbarth, Walzel, Anagnostopoulos, & van Eekeren, 2015): motives/reasons to engage; implementation; suggestions of a business case for CSR; and various means/content of communication activities. While evaluating these themes are of value, Breitbarth, et al. (2015) suggest a shift from content-based research to more process-oriented research. One of the related processes is how are initiatives communicated to stakeholders? Morsing and Shultz (2006) identify three communication strategies for consideration: stakeholder information, stakeholder response, and stakeholder involvement. Another important question tied to communication is how involved are stakeholders in developing CSR initiatives (and do they want to be involved in the first place)?

The purpose of this study was to examine the perceptions of potential donors to a midwestern United States university and the impact of these perceptions on intended donations. This study can have a lasting impact for a couple of reasons. First, intercollegiate athletic departments implement philanthropic initiatives intended to give back to their respective societies. Second, depending upon the perceptions of potential donors, these initiatives could enhance the fundraising ability of an intercollegiate athletic department.

To accomplish this goal, this study will use Ko, Rhee, Kim and Kim's (2014) model of the relationship among CSR initiatives, donor trust, donor commitment, and donation intentions as a starting point for developing an expanded model. Mario, Ruiz, and Rubio (2009) found that higher levels of identity salience can strengthen the link between consumer support and the organization with which they are involved. Although many donors strongly identify with the university they support, this link may be strengthened by including donors and alumni in the development of CSR initiatives. This can build up a level of trust that the university is pursuing worthwhile initiatives as opposed to selecting arbitrary initiatives to negate negative publicity (i.e., "greenwashing"; Levermore, 2016). Since donor and alumni involvement in developing CSR initiatives allows them to identify worthwhile initiatives, involvement was included as a mediating factor between perceptions of CSR initiatives and trust in this revised model.

This study surveyed 1,929 current donors and alumni using Ko et al.'s (2014) assessment on perceived CSR, trust, commitment, and donation intentions. Three additional items assessing the inclusion of donors and their desire to be included in the development of CSR initiatives were added to the survey. The survey also included four items related to CSR initiatives conducted by the athletic department asking if the respondents were aware of these initiatives, would they be more likely to donate. This established the final survey sent to current/potential donors at 19 items. There were 175 responses to the mailed version of the survey with an email reminder to complete the survey.

A path analysis was conducted to determine the fit of the data to the previously mentioned expanded model. To test model fit, multiple fit indices were calculated: Chi-square, Standardized Root Mean Square Residual (SRMR), Root Mean Square Error of Approximation (RMSEA), and Comparative Fit Index (CFI). The fit indices for this data were: $\chi^2(1) = 12.97$, $p = .00$, SRMR = .0694, RMSEA =.313, and CFI = .931, indicating the data demonstrate an acceptable fit. Since the RMSEA index is higher than desired, data fit was compared to the original model by deleting the involvement component. The original model did not fit the data as well as the expanded model, indicating the data more accurately reflects the expanded model.

This study furthers the field by expanding on the theoretical relationship among perception of CSR initiatives, trust, commitment, and donation intent to include donor involvement. It also provides support for one of the communications strategies identified by Morsing and Schultz (2006). One interesting result is how high a percentage of respondents exhibited some level of agreement when asked if they knew the athletics department was involved in specific initiatives, would they be more likely to donate. For the four initiatives specified, 39.4% to 49.2% respondents indicated they would be more likely to donate to the university if they knew of these initiatives. When examining alumni who indicated they were not donors, 36.4% to 42.4% indicated they would be more likely to donate. Overall donors may increase as a result of better informing stakeholders about the initiatives being conducted. Future research should be conducted to determine what methods of communicating CSR initiatives to donors are most effective in bringing awareness to the positive effect universities and athletic departments are having on their community and how this awareness impacts donations.

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Pre-Game Agronomic Field Safety Assessment For Sports Fields: Future Implications For Risk Management

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One of the most difficult turfgrass areas to manage is sports fields due to the intense traffic they receive by players on a regular basis. Sports played on turfgrass athletic fields can easily result in injury to players, and there have been many cases where these injuries could be blamed on turf field conditions (Christians, Patton, & Law, 2016). Due to high expectations regarding player safety by players and coaches, field safety and maintenance checklists need to be developed specifically for sports turf fields that ascertain agronomic properties of the turf. Currently, checklists consist mainly of facility-based questions regarding goals/goal posts, field markings, out of bound or transition areas, fencing, lighting, and rarely address turfgrass field conditions (Schlotthauer, n.d.). The purpose of this study was to (1) develop an agronomic pre-game field safety assessment, (2) determine whether agronomic improvements made to the field indeed reduce player injury, and (3) determine if coaches, players, and grounds staff found the pre-game assessment beneficial.

A pilot study was conducted in the fall of 2016 on a midwestern United States university football field by undergraduates. Soil compaction and soil moisture was measured prior to each home game to determine the agronomic field conditions of the turf and underlying soil. Soil compaction was measured using a Field-Scout SC 900 soil compaction meter (Spectrum Technologies). Volumetric water content percentage was measured using a FieldScout TDR 300 (Spectrum Technologies).

Compaction measurements greater than 300 psi indicate severe soil compaction (Duiker, 2002) When the percentage of data points greater than 300 psi exceeds 70%, soil cultivation is recommended to improve field conditions. Soil compaction readings greater than 300 psi were measured on 50% of the field (moderate compaction) before the first home game. By the second home game, soil compaction readings greater than 300 psi were measured on 70% of the field. The recommendation to aerify the field was made to the grounds crew and by the third home game of the season soil compaction readings greater than 300 psi were less than 10%. By the fourth and last home game soil compaction readings greater than 300 psi had increased again to 50%. Field capacity (moisture content when downward water movement has ceased) for a silty clay loam is 19–40% volumetric water content. Soil moisture readings indicated volumetric water content ranged from 70–100% over the course of the season due to significant rainfall and over irrigation.

Field conditions such as soil compaction and soil moisture can have an impact on player safety. Conditions that are too hard or too soft can result in player injuries. Soil compaction of athletic fields results in a surface becoming increasingly hard. Playing surface hardness can affect both player performance and player safety by limiting a player's ability to cut sharply and increase injury from falls and tackles. Wet turf can cause players to lose traction, which is critical to generating and controlling player speed, making sharp turns, and stopping. Poor traction can also lead to muscle pulls and other injuries. Improving field conditions identified by the pre-game field safety assessment should improve overall player safety and decrease player injuries during sport activity. Therefore, the next step of this project is to determine the impact field improvements identified by the pre-game assessment have on player injury.

There are three popular assessments of player injuries: prevalence, incidence, and incidence proportion (i.e., risk; Knowles, Marshall, & Guskiewicz, 2006). Prevalence refers to the proportion of a team who is injured at a given time. Incidence refers to new injury occurrences during a specified period of time. Incidence proportion, or risk, refers to the proportion of athletes who have at least one injury during a fixed period of time. Player injury data will be obtained from athletic trainers after home games over the course of the season. Trainers will be asked to provide information related to severity of injury, what was the cause, and describe how it happened (e.g., was it field-related). Prevalence, incidence, and incidence proportion (risk) will be calculated once all data is collected.

At the conclusion of this study, the grounds crew, players, and coaches will be asked to complete a survey to assess whether they felt the pre-game agronomic assessment and implementation of field improvements was beneficial in reducing player injury. Being able to quantify the relationship between the agronomic and risk assessments will lead to strategies intended to improve turfgrass field conditions. Identifying and implementing these strategies will be beneficial to facility managers by reducing the risk of player injuries.

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Workshops

Organisational Innovation In Sport For Development And Peace

Conveners: Per Svensson, Louisiana State University; Marc Probst, Swiss Academy for Development

Rationale and aim

The aim of this workshop is to explore the nature of organisational innovation in Sport for Development and Peace (SDP) and stimulate dialogue about potential future collaboration between EASM and the International Platform on Sport and Development (sportanddev.org). The formal recognition by the United Nations of sport as a viable tool for achieving the Sustainable Development Goals has resulted in a proliferation of so-called SDP organisations. There is a consensus among scholars that sport and physical activities are neither inherently good or bad. Instead, whether SDP efforts result in positive outcomes depends on the organisations implementing these programs. A recent systematic review of SDP research indicates our understanding of the structures, management, processes, and behaviour of SDP organisations remains limited (Schulenkorf, Sherry, & Rowe, 2016).

Research in related disciplines have begun to uncover the multidimensional nature of organisational innovation among civil society organisations. This includes the use of new technologies, process-based social innovations, product-based innovations, and transformative new ways of influencing policy and public awareness. However, the ability of an organisation to pursue these types of innovations is influenced by a multitude of intra- and inter-organisational factors. Emergent scholarship on sport federations by Mathieu Winand and colleagues provides initial insight regarding determinants of innovation in a sport management context. Yet, SDP entities face several unique challenges compared to traditional high-performance sport organisations. This includes the combination of sport with various non-sport initiatives (e.g., education, job training, community service) and also operating within complex socio-political environments across low-, middle-, and high-income countries. It is anticipated that the workshop will stimulate critical discussions among researchers and practitioners on what is needed to enable SDP organisations to develop and sustain innovative solutions for fulfilling their missions. This includes identifying what funding agencies, external partners, and policymakers can do to advance this field.

We encourage contributors to consider organisational innovation from a broad range of perspectives including:

- How SDP practitioners define innovation
- Creative program designs
- New organisational forms in SDP
- Executive leadership
- Local community perspectives
- Creative monitoring and evaluation approaches
- Critical intra-organisational factors
- The role of funders and funding requirements
- Creative inter-organisational collaborations
- Organisational cultures of innovative SDP agencies
- The role of environmental factors (economic, political, social)

Format

The workshop will combine presentations and a small symposium to stimulate dialogue about organisational innovation in SDP and potential future institutional collaboration. The conveners will open the workshop with an overview of the current state of the field and will subsequently facilitate interactive discussions among participants. The lead convenor will conclude the workshop by identifying key takeaways and areas requiring future follow up actions.

Research videos

The conveners invite contributors to share the implications of their research for SDP practice via short video recordings that will be posted on the International Platform on Sport and Development's website (www.sportanddev.org).

An Examination Of A Principal-Agent Funding Relationship Involving A SFD Organization

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Aim of the research

The Sport-for-Development (SFD) sector comprises a wide variety of projects that utilize sport to address pertinent issues of equity and social justice (Schulenkorf, Sherry, & Rowe, 2016). To date, much of this work has focused on the program logic guiding SFD initiatives, or their implementation within development contexts, yet there remains a need to develop a more comprehensive understanding how SFD *organizations* build the capacity required to effectively deliver these programs (Svensson & Hambrick, 2016). The aim of this study was to provide an in-depth perspective of this process by focusing on the experiences of one SFD organization involved in a grant-initiated partnership, which is a common tactic for building organizational capacity.

Literature review and theoretical background

While each dimension of organizational capacity is undoubtedly salient, financial capacities are especially critical to the operation of SFD organizations. Most SFD organizations are non-profit entities with specific social directives that preclude raising capital through participation or user fees, and thus rely heavily on funding from foundations, commercial entities, and/or government (Harris & Adams, 2016). This lack of revenue diversification reduces financial stability (Carroll & Stater, 2008) and presents key challenges for non-profit managers (Jones, 2007). In the broader non-profit literature, research examining these relations has drawn primarily from agency theory or stewardship theory, yet these perspectives can be integrated into a conciliatory framework that more accurately reflects both approaches (Caers, Du Bois, Jegers, De Gieter, Schepers, & Pepermans, 2006). In this model, principal-agent relations oscillate along a stewardship-agency axis with varying levels of control, power, and conflict (Caers et al., 2006). In the current context, SFD organizations are hypothesized to represent agents ostensibly operating under the umbrella of their principal funding agencies, and our research analyzes how governance mechanisms, principal-agent relations, and the degree of goal alignment influenced the efficacy of these partnerships.

Methodology, research design, and data analysis

Data for this study was generated through narrative interviews with the Executive Director (ED) of *Beats for Fun*, a nonprofit SFD organization dedicated to promoting youth development for underserved youth through exposure to hip hop music, dance, and enrichment activities. To allow for generative, probing, and balancing questions, several interviews were conducted with the ED to generate the main narrative, probe for narrative fragments, and balance the story within a guiding theoretical model (Flick, 2014). To ensure the dependability of this narrative, relevant documents were also collected.

Results and discussion

The results are organized into three stages that represent the chronology of the partnership process: 1) initiation, 2) implementation, and 3) management.

Initiation. The grant consisted of federal funding directed towards a collaborative network of organizations with global and targeted gang prevention and intervention strategies, which *Beats for Fun* would lead (Grant Contract, p. 5). This aligned with the goals of *Beats for Fun*, as the ED explained, "that's what my specialty was and what the organization served." In addition, *Beats for Fun* already had an existing network of partners whom they had worked with for several years, with the ED indicating "I knew I could trust them from what I knew and experienced…and our values aligned."

Implementation. Tensions between the principal (grant administrator) and primary agent (*Beats for Fun*) related to changes in the perceived purpose of the initiative were evident. For example, the ED stated "I had a vision…the suppression piece from law enforcement wouldn't be what I focused on for example, I didn't want to do that." In addition, the grant administrator added a partner to the collaborative that operated independently, with the ED noting, "[they] were the only group I didn't know, somehow the administrator worked with them individually, they received funding through our grant but didn't go through us."

Management. Document analysis revealed a rapid change in revenue that was difficult to accommodate, with the ED stating, "it was harder because we didn't have the capacity." Part of this may be attributed to the unexpected growth of the organization, which was contracted to serve 95 kids but saw their numbers

swell to over 150. In addition, the ED acknowledged she did not have experience *managing* a large-scale initiative, stating, "it was hard to manage because I also lacked the experience of what was really going on."

Ultimately, the partnership between the granting agency and *Beats for Fun* dissolved after only one year. When considering the evolution of this partnership, particularly during the implementation and management stages, clear opportunities for improving dyadic relations and adopting hybrid organizing principlpes are evident to improve the efficacy of grant-initiated partnerships in the SFD sector.

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Practitioners' Perspectives On Innovation And The Future Of Sport For Development And Peace

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Aim of abstract

Sport for Development and Peace (SDP) has evolved considerably during recent years with an increasing number of stakeholders involved in this space. These organizations seek to address complex social issues and often do so in environments associated with challenging political, social, and economic factors (Sherry & Schulenkorf, 2016). Most initiatives are operated by non-governmental organizations, which are often faced with limited organizational capacity. Innovation can arguably help these organizations better achieve their goals and objectives through the development of creative solutions to overcome existing problems. Unfortunately, little is known about the nature of innovation in the field of non-profit and voluntary organizations and even less so about how innovation is manifested in the SDP domain. This requires exploratory research to conceptualize innovation from within SDP to better understand the lived experiences of practitioners in this field. Therefore, the purpose of this study was two-fold; to gain a better understanding of how SDP stakeholders (1) define innovation, and (2) envision the future of SDP.

Theoretical background

The aim of this research was to explore and better understand the complexity of views regarding innovation among SDP leaders rather than narrowing down their meanings. Therefore, Blumer's (1969) symbolic interactionism theory served as the underlying theoretical framework since it allows for an exploration of how SDP practitioners construct the meanings of their lived experiences. We draw upon a social constructivist epistemological perspective as we aim to understand how people engaged in SDP construct the meanings of innovation based on their experiences. This responds to calls for better inclusion of local voices in SDP research (Nicholls, Giles, & Sethna, 2011).

Methodology, research design and data analysis

A qualitative research design was adopted to address the purpose of this exploratory study. We used purposive and snowball sampling techniques to identity potential participants. Semi-structured interviews and focus groups were conducted with 47 practitioners representing organizations from Africa, Asia, Australia and Oceania, Europe, Middle East, North America, and South America. An interview/focus group guide was developed based on recent scholarship on social innovation in human service nonprofits. Interviews and focus groups were digitally recorded and transcribed. Data were inductively coded by two authors. Each author read the transcripts and then developed initial codes. At this point, we compared the initial codebooks and discussed any disagreements. A second-cycle of coding was then conducted where initial codes and sub-codes were combined into broader holistic codes and emergent themes. Secondary data from organizational websites were also analysed to triangulate findings across data sources.

Results, discussion and implications

Our findings provide a nuanced conceptualization of how social innovation is manifested within the SDP environment compared to other non-profit contexts through the voices of SDP practitioners across a broad range of geographical locations and thematic areas. Participants defined the concept in terms of (a) risk-taking and (b) new ways of achieving meaningful impact. The latter was associated with four sub-themes including: (i) non-traditional new programs and practices, (ii) adaptations of sports and programs to local contexts, (iii) creative funding models, and (iv) creative inter-organizational collaborations. Practitioners also emphasized the critical importance of innovative behavior for the future of SDP. Specifically, our findings indicate sub-themes related to the perceived need for: (a) paradigm shift among SDP practitioners in how they view other SDP actors, (b) creative solutions for overcoming capacity challenges, (c) improved synergies with traditional sport organizations, and (d) transformational advocacy for the SDP sector as a whole.

This study contributes to the literature by emphasizing local perspectives in SDP research (Nicholls et al., 2011), and also responds to recent calls for research on how SDP leaders are creating alternative ways for achieving sustainable outcomes (Schulenkorf, 2017). Evidence from this qualitative inquiry suggests that innovation in SDP encompasses a broad range of creative solutions. At the same time, our findings also highlight the importance of examining the lived experiences of SDP practitioners as they interact and make sense of the complex environments in which they operate (Giulianotti, Hognestad, & Spaaij, 2016; Sherry

& Schulenkorf, 2016). Future research can build on these findings to further identify how SDP actors can develop creative and more sustainable solutions that contribute to meaningful outcomes.

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Critically Exploring The Institutional Work In Sport-For-Development: The Case Of A Local Sport-For-Development Programme In Swaziland

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Aim of the research

Sport-for-development (SFD) has exponentially increased in practice, research, and policy in recent years — yet, despite this, a need for further research into the intricacies of sport and development has been identified (Coalter, 2013; Schulenkorf, Sherry, & Rowe, 2016). The purpose of this critical institutional ethnographic case study was to explore how SFD is understood and implemented within a complex, power-infused, local Swaziland sport organization, the Sport Success Centre (SSC), and how the institutional work of actors is shaped by and shapes 'SFD' at the local level. The guiding questions of inquiry for this study were:

1. How is sport-for-development understood and implemented at the local level?

1a. What role do the organization's executives, members, volunteers, and programme participants have in creating, shaping, and influencing SFD and sport development programme policy and activity?

2. How does the institutional work of organizational actors and agency create, maintain, or disrupt the institutionalized ideas associated with SFD and the cultural context in which the programme is located?

2a. How does race and gender shape underlying power relations of institutional work?

Literature review

The call for adopting a critical lens when investigating SFD has been accompanied by scholars' increasing emphasis on the need to understand the cross-cultural relations involved in the environment of SFD and how the local context of programmes and their actors are influenced by broader ideas or ideologies that inform organizational policy, practice, and knowledge (Coalter, 2013; Hayhurst, 2016). Coming to understand the social relations and processes involved in SFD programming at a local level and connecting these relations with broader institutional arrangements may allow a researcher to exploit how a programme is further oppressing Others or, conversely, may be contributing to transformation of the societal status quo. In an effort to address this call, and consider the processes and practices that are shaping the development of SFD programmes, the conceptual lens of institutional theory frames this study. The recent contributions that recognize that within institutional fields there are particular institutional logics (i.e., ideas; Thornton, Ocasio, & Lounsbury, 2012) that are socially constructed organizing principles and ideas shaping the institutional work or practices of organizations are emphasized (Lawrence & Suddaby, 2006). Lawrence and Suddaby (2006, p. 215) coined the term "institutional work" to refer to the "purposive action of individuals and organizations aimed at creating, maintaining and disrupting institutions." Exploring institutional work (i.e., practices and processes) enables a closer examination of the tensions placed on programmes and those who implement them at the local level by potentially conflicting institutional ideas about SFD and local organizational practices.

Methodology, research design, and data analysis

In this study, a critical institutional ethnographic case study approach was adopted with a postcolonial perspective to explore the institutional work and social relations of a local Swaziland sport organization (called the Sport Success Centre) implementing SFD programming. Fieldwork was undertaken from May to August 2016 and involved multiple data collection strategies. The main source of data was through means of participant-observation of the daily work of the SSC. In-depth semi-structured interviews were conducted with 5 staff and volunteers. In addition, publicly available and organizational documents totaling 302 were also analyzed. Analysis involved an iterative process moving between the data, reflexive journal memos, and the literature. NVivo qualitative analysis software was used to support the analysis and emergent themes.

Results, discussion, and implications/conclusions

Findings suggested that organizational actors were involved in a complex of social relations at the SSC that contributed to shaping (and resisting) two forms of institutional work, including: (1) the teaching of the TRRFCC (trust, respect, responsibility, fairplay, caring and community) values; and (2) the work of a young woman at the SSC named Thembile to challenge gender norms in the SSC and Swaziland. Additionally, the SSC as an organization was embedded in a neocolonial management style privileging Westernized ideas and white authority structures, as well as perpetuating gender inequalities in the workplace. Although SFD and sport development benefits were discussed, a blurriness between what constituted 'sport develop-

ment' and 'SFD' also emerged in SSC practices. Increasing the reliance on local knowledge and working towards an equal gendered structure in the SSC is needed to improve the postcolonialized environment of the organization. Further research is needed in the field of SFD utilizing new theories (such as institutional work or the institutional logics approach) to examine organizations implementing SFD and sport development at the local level and how SFD is inherently underlined by both opportunities to contribute to and hinder social and SFD goals.

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Leadership And Economic Empowerment Pathways: An Innovative S4D Framework

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Aim of the research/project

The Leadership and Economic Empowerment Pathways (LEEP) strategy is an innovative sports-based framework that moves adolescent girls and young women (AGYW) through structured steps toward targeted educational, entrepreneurial or career oriented goals. The main goal of the strategy is to develop girls' leadership and build the transferable skills and competencies necessary for them to become independent and economically empowered women. The secondary goal of the LEEP strategy is to strengthen organisations that deliver girls' sports (for development) programmes by providing them with a sustainable supply of effective peer leaders and coaches, lowering cost per participant and increasing scale.

Theoretical background or literature review

AGYW make up the majority of the world's 628 million unemployed youth. Barriers caused by gender inequity prevent girls from completing education and obtaining skills needed to access decent work and break the cycle of poverty. Sport is a tool that develops leadership and provides pathways for AGYW toward economic empowerment. In 2016, our data showed that 54% of girl participants strongly agreed with the statement 'I am a leader', compared to 29% at baseline, and 71 % strongly agreed that they would get a job one day, compared to 44% at baselinebaseline (Data collected through Women Win's monitoring and evaluation in 2016). However, sports (for development) organisations working with AGYW often focus on basic life skills and/or sports skills, without providing structured leadership and relevant skill-building opportunities.

Methodology, research design, and data analysis

LEEP has been designed through a human-centred design methodology, including input and co-creation from a number of organisations and the AGYW they serve. The LEEP strategy supports organisations to intentionally design their sports programmes to effectively deliver relevant opportunities and tailored roles for AGYW, resulting in improved economic empowerment outcomes.

Programme staff and participants are introduced to the framework through a participatory workshop. They design LEEP into their own programmes to ensure specific and appropriate pathways are developed for their target groups. Typically, the pathway includes several levels (e.g. participant > peer leader > assistant coach > coach > internship > economic empowerment outcome. AGYW build transferable life and livelihood skills as they advance through the levels. Peer leadership and mentorship are also central to the strategy, and leveraged to maximise skill development.

The economic empowerment outcomes for AGYW include employment, establishing an enterprise or access to further education. In the case of employment, AGYW may move into jobs within their sport (for development) organisations. LEEP guides organisations to provide structured development opportunities to ensure that past-participants can develop the necessary skills to become staff, thereby reducing the need to hiring professional coaches, life skill facilitators, project managers etc. Using this strategy, organisations can lower their cost per participant and create more sustainable sports programmes.

The strategy also recognises that only a small percentage of participants can be absorbed into any one organisation as staff. Therefore, LEEP also encourages organisations to link AGYW with job opportunities outside of their organisations and beyond sports programming (e.g. agriculture, tourism, retail, sports services, hospitality and other services sectors).

Results, discussion, and implications/conclusions

The LEEP framework has been piloted and is currently being implemented in India and Kenya. The Naz Foundation (India) has created, over the course of 10 years, structured leadership pathways for selected participants of the Goal Programme. According to a recent research study, the pathway provides participants with opportunities to take on roles and responsibilities and serve as valuable mentors and role models. Their 'Community Sports Coach' programme has evolved over time and increasingly seeks more effective development opportunities that ensure real economic empowerment outcomes for girls.

Creating pathways for AGYW is not without design and operational challenges for any organisation: it requires starting with the end goal in mind and expanding partnerships within the sports, development and

private sectors. We continue to experiment, adjust and learn with partners in Myanmar, South Africa and Uganda, who are in the early stages of contextualising and implementing LEEP. In addition, Women Win is beginning to implement the LEEP framework within the context of La League (See more at www.laleague.com), a football-based initiative led by Plan Netherlands in Brazil and Nicaragua.

In 2017 Women Win will finalise the Leadership and Economic Empowerment Guideline, an online resource that will guide organisations and individuals in designing their sport and development programs with leadership pathways in mind. The open-sourced guideline will encourage practitioners to share experiences and promising practices.

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Opportunities And Challenges In Sport For Development And Peace (SDP) Management

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Aim

During the course of the last decade there has been growing trend and interest among a variety of governmental (GO) and non-governmental (NGO) organizations on the area of Sport for Development and Peace (SDP). This interest stems from the anticipated ability of SDP to positively influence the lives of individuals and groups in different communities, and a key feature of the field is thus the belief that in simple, low-cost and effective ways sport has the ability to influence a broad range of development objectives. Following this, SDP has grown as a research field and have evolved from mapping SDP projects, to placing SDP in the development literature, and essentially position it within larger international development debates (Levermore & Beacom, 2012). However, due to the relative novelty of the SDP sector, little research has been conducted thus far that follows SDP projects over time. The purpose of this paper is to offer empirical insights in an endeavour to address this shortcoming.

Theoretical background and research method

Since SDP goes beyond sport and focuses on broader community development, the management and delivery of SDP programs are complex. As Schulenkorf, Sherry, and Phillips (2016) argue, in order to reach its objectives, managers of SDP organizations are required to take an "externally focused view and develop partnerships with other organisations who might offer greater skills, experience and qualifications in the broader goals desired" (7). The specificities of managing SDP organizations have been studied by several researchers. For instance in a recent study, Svensson and Hambrick (2016) assessed the nature of organizational capacity of a small SDP organization, revealing that community funding and managing dynamics between the Global South and North were unique to the management of the SDP organization. This adds to critical SDP literature (i.e. Darnell, 2012: Guilianotti, 2004) that has focussed and challenged the strong dominance of Global North ideologies, agendas and power relations in SDP. Svensson and Hambrick (2016) further argue that to strengthen SDP programmes in a positive way, scholars should "consider a more comprehensive approach including programmatic, organizational and environmental factors influencing SDP efforts" (130). This is address in the paper.

This paper is part of an ongoing longitudinal research study that investigates SDP initiatives for youth in urban areas in the Global South. The first phase of the study draws on research undertaken in 2010 when the author gathered baseline data from 36 SDP projects for youth in various urban locations in the Global South. The organizations running these projects were contacted via e-mail and requested to fill out a form assessing its activity. The data collected from the organizations included project types, themes and objectives, beneficiary data, financial data, infrastructure data, lessons learned and opportunities to scale up the project.

This paper reports the second phase of the research study. The organizations have again been contacted for a follow-up assessment. Having been part of an SDP sector that have mushroomed in the past decade, the focus of the follow-up assessment moves beyond mapping the territory of SDP projects, but rather revolve around how, nearly seven years later, the organizations are coping in a growing SDP landscape. Specifically, it address which factors that in different ways influences the management of the SDP organizations, which opportunities and challenges that are particularly pertinent for managers in the SDP sector, and the role of external partnerships and funding in SDP.

Analysis, results and implications

The project data are still being collected, and thus the results of the study have not yet been analysed. The data will be fed into the qualitative data analysis software program Nvivo 11, where it will be coded and analysed. Similarly to the data from the first part of the research project (2010), the process of analysing the data of the second part will consist of identifying themes and sub-themes in the material. Preliminary results of the study will be available at the time of the EASM conference. Essentially, the collected data on aspects related to the management of SDP organizations coupled with their experiences of industry trends over time, will contribute to further the understanding of organisational innovation in SDP.

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Intra-Organizational Factors Associated With Innovation In Sport For Development And Peace

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Aim of abstract

Nonprofit organizations are required to become more innovative in order to survive within today's resource scarce environments. This includes those engaged in the use of sport for social change, or what is known as Sport for Development and Peace (SDP). The purpose of this study was to explore internal factors associated with innovation in SDP through a qualitative study of a global sample of SDP stakeholders. Findings from this study help address a gap in the sport management literature regarding innovation in the nonprofit sport context (Winand, Scheerder, Vos, & Zintz, 2016). The identified internal factors of organizational innovation can also funders and policymakers develop meaningful capacity-building initiatives and policies that better enable practitioners to develop and sustain creative solutions for contributing to the UN Sustainable Development Goals.

Theoretical background

For the purpose of this study, innovation is defined as the implementation of new or alternative ways of addressing a problem to promote social change (Shier & Handy, 2016). This includes program, process, and socially transformative innovations. Previous research identified leadership, organizational culture, board involvement, internal power structures, organizational design, financial resources, staff engagement and development, as well as internal systems and processes as factors that may influence innovation. However, findings remain relatively inconclusive in terms of how these elements enable or inhibit innovative behavior. Sport management researchers have begun to explore innovation among sport clubs and sport federations (Hoeber, Doherty, Hoeber, & Wolfe, 2015; Winand et al., 2016). Yet, findings from these studies may not necessarily apply to SDP organizations operating in diverse contexts across low-, middle-, and high-income countries (Schulenkorf, 2017).

Methodology, research design and data analysis

A qualitative research design was used to address the purpose of this study. Semi-structured interviews and focus groups were conducted with 53 SDP leaders representing organizations from across all six continents (Africa, Asia, Europe, North America, Oceania, and South America). Participants were identified through purposive sampling to ensure a broad representative of the different geographical locations and program foci found in the diverse SDP field. Sample organizations were award-winning entities recognized as innovators by their work in SDP. These innovations included program, process, and/or socially transformative innovations (Shier & Handy, 2016). Conversations were digitally recorded and transcribed verbatim. Transcripts were independently coded by the authors. Detailed qualitative coding techniques were used to inductively code the qualitative data (Crotty, 1998), within broader a priori categories from existing literature on innovation. First, the researchers employed initial coding strategies to identify emergent concepts. Second, the researchers compared their data interpretations before completing a more focused and second-cycle coding where emergent conceptual themes and relationships were identified. Publically available documents and information were further reviewed to strengthen the quality of findings through triangulation across data sources.

Results, discussion and implications

Our qualitative study indicates the critical role of five internal factors for organizational innovation in SDP. These themes emerged across geographical locations and program foci, with only minor nuances. This may be due to the sampling focused on only award-winning organizations and those recognized as innovators by their SDP peers. First, many participants discussed an internal atmosphere built around shared learning as imperative for organizational innovation. Second, executive leaders of innovative SDP organizations appear to share an entrepreneurial-orientation or mind-set, which enables increased organizational innovation. These individuals are characterized by a high-level of open-mindedness with a key focus on seeing opportunities and solutions. In many cases, the founder's vision and passion for the organization to drive change had shaped the culture of the entire organization. Third, staffing emerged as critical for promoting innovation through 'functional' or healthy conflict within an organization by drawing on diverse skillsets and backgrounds. Fourth, organizational infrastructure including organizational structure and processes also emerged as critical factors for organizational innovation in SDP. This included human-centered design

thinking to maintain a clear focus on program participants and decentralized management built around shared accountability. Last, unrestricted funding and self-generated revenues are also associated with increased innovation. Nuances across locations and program foci will also be discussed.

Findings from this study highlight the nuances of innovation in SDP and contribute to both the sport management and broader nonprofit management literatures. It is also important to recognize the emergence of aspects related to both social entrepreneurship and intrapreneurship among sample SDP organizations. This allows for future empirical work to build on our findings. Doing so will help develop a more nuanced understanding of organizational innovation among SDP entities, which operate within complex political, social, and economic environments.

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Seeing Is Believing: Activating Sport For Development Partners

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Sport for development (SFD) research has increasingly been concerned with investigating evaluation. This paper contributes to this trend by analyzing how one SFD agency transforms stakeholders into Partners. This transformation is operationalized by offering opportunities, in the form of strategically organized Games, for stakeholders to evaluate, for themselves, how sport enriches the lives of athletes living with intellectual disabilities (IDs). Special Olympics Canada provides the context for better understanding how regional, national and world Games activate Partners, which is the label this agency applies to actors who actively support their cause such as sponsors, donors, and volunteers.

Theoretical background and research design

In a context of repeated calls for more, and better, evaluation, SFD agencies arguably must "evaluate or perish" (Richards et al., 2013, p. 1). Yet, having so far focused primarily on the evaluation of theoretical impacts of SFD, academics have somewhat neglected questions related to evaluation management. For instance, faced with the scarcity of available SFD funding (Naik, 2013; Wilson, 2012), the capacity to raise money has become a primary concern for many actors in this field. So much so, that "the drive and desire to gain funding can even influence organizations […] to make inflated promises in order to obtain funding" (Harris & Adams, 2016, p. 5). This state of affairs makes it more important than ever to a) provide insight about how stakeholders evaluate aforesaid concerns, and b) how stakeholders are activated, or transformed, into Partners.

However, the "biggest problems with the SFD movement is the lack of an evidentiary base, and the often substantial gap between theory and practice" (Cornelissen, 2011, p. 507) which, if left unaddressed, conceivably puts vital funding at risk. One solution to this state of affairs is provided by Hayhurst, Wilson and Frisby (2011) who argue that network theory is a propitious, yet underutilized, focus for examining SDP.

Accordingly, this study was based on Latour's (2005) actor-network theory (ANT). This method of inquiry requires deconstructing a given actor-network and analyzing how actors are seduced, nudged, coerced or otherwise activated into getting involved with the network. However, as ANT focuses on describing over explaining the why of a phenomenon, two additional methods were implemented to mitigate ANT's perceived shortcomings. First, a content analysis of (n = 20)

Special Olympics (SO) annual reports were conducted followed by (n = 41) in-depth interviews with SOC actors involved with their evaluation networks.

Findings and discussion

Overall, the analysis of collated data suggests that Games afford four conceptual features that transforms the stakeholder into a Partner:

Offering proximity to athletes: Games strategically provide opportunities to create web-like relationships through a multitude of small interactions and connections between individuals. As described by one chapter director, convinced individual employees become internal ambassadors who are able to "influence the CEO that can make those $300K sponsorship decisions."

Providing an emotional experience: From a Partner activation perspective, Special Olympics Games provide a particularly powerful demonstration of determination and grit (Shriver, 2014).

Presenting a new normalcy proposition:Beyond establishing relationships, our analysis also suggests that Games concurrently provide an arena for deconstructing stereotypes and presenting a new normalcy proposition for people with IDs. Through athletic performance, a person with an intellectual disability is (re) presented simply as an athlete, as opposed to someone who is different from everyone else.

Affording opportunities to evaluate agency claims: Games provide a pretext for Partners to evaluate, for themselves, how sport enriches the lives of athletes with IDs, and is clearly a critical element of SOC's Partner activation strategy. For instance, one Vice-President explained that "leading up to Games, I would match up athletes with sponsors and get them to send letters and post cards to sponsors letting them know how they are doing." This has the overall effect of building loyalty, and as one interview participant explained, "Loyalty is driven through relationships and personal relationships are best… And that is when they go: I've got to be part of this!"

Implication/conclusion

In this case, "the spectacle presents itself as something enormously positive, indispensable and inaccessible" (Debord, 1992, p. 9) through which society's generalized passive acceptance of appearances is being exploited for the greater good. Thus, it is beneficial for society if spectacles are used in a way that shatters a previous situation that marginalized and ostracized others, and now allows people with IDs to thrive and lead normal lives, whatever normal is supposed to mean.

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Problematic Issues In Sport Sponsoring: Scepticism, Negative Image Transfer And Reverse Effects

Conveners: Bastian Popp, Saarland University; Chris Horbel, University of Southern Denmark

Rationale and aim

Sponsorships are powerful marketing tools as they use the platform provided by sport events, teams or athletes to co-create value with various other actors, including the sport brand itself, media, fans, casual spectators, and other sponsors (Woratschek et al., 2014). Therefore, academic research has extensively studied the positive effects of sponsorships as a marketing tool and has been particular focused on positive image transfer effects from a sponsored sport entity to a sponsoring company (e.g., Grohs & Reisinger, 2014; Gwinner & Eaton, 1999). However, increasingly, problematic issues related to sponsorships can be observed including consumer scepticism towards sponsoring, negative image transfer effects for sponsors, and reverse image transfers from a sponsor to a sponsee. These emerging crucial challenges to sport sponsorship have so far largely been neglected by academic research. The increasing relevance of these issues calls for a deeper understanding of these phenomena and their consequences for the different actors involved, as well as the development of promising strategies to deal with them.

Recent scandals involving professional sports (e.g., the 2016 English football scandal) and mega sport events (e.g., corruption of Fédération Internationale de Football Association (FIFA) as the governing body of football's World Cup) change the sponsoring environment and emerging research demonstrates that perceived corruption of the event-governing body negatively influences the host population's attitude toward event sponsorship (Kulczycki & Koenigstorfer, 2016). Moreover, the huge amounts of money involved in professional sports foster consumers' scepticism towards sponsorships as well as accusations of doing harm to the sport, its tradition and its values (Popp, Horbel, & Germelmann, 2016).

Reverse image transfer can be observed as fans are even motivated to fight against particular sponsorships to protect their club from a spillover of negative associations. Social media has fostered such movements to jointly fight against "unloved" sponsors, including companies with a bad reputation (e.g., "Gazprom", "Wiesenhof"), sponsors with unethical business models (e.g., payday loan lenders "Wonga", "The Money Shop"), and sponsors that are accused of negatively influencing the sporting competition (e.g. "Red Bull"; Popp et al., 2016). As sponsorships are regularly embedded in larger networks of multiple co-creating actors, problematic issues can also arise from specific actor constellations in these networks. Prominent examples of such issues arising from problematic network constellations are the consequences of rivalries for the perceptions and effectiveness of sponsorships. Recent research has demonstrated their relevance and highlighted the need for sponsors to consider the size and scope of out-groups when they configure their sponsorship activities (Angell, Gorton, Bottomley, & White, 2016; Bee & Dalakas, 2015).

With the crucial role of sponsorships both for the sport and within companies' marketing strategies, it is paramount that scholars and practitioners shed more light on the above mentioned phenomena and further deepen our understanding of the effectiveness of sponsorships in critical environments. In addition, different actors' value perceptions should be taken into consideration and image transfer effects within a sponsoring portfolio, i.e. among the sponsors of a club, athlete, or organising entity, deserve study. Finally, more insightful practical implications and directions need to be developed and strategies should be implemented.

Therefore, the aim of this workshop is to identify and discuss current problematic issues in sport sponsoring and to provide guidelines for sport managers and sponsors for the successful management and design of sport sponsorships.

Athletes As Entrepreneurs — How Can Individual Athletes Initiate Sponsorship Contracts?

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Aim of paper/research question

The Olympic Games are spectacular sporting events with more than 10,000 athletes performing. At each and every Olympic Games, news about financial inequalities among athletes from different sports in the Olympic village make the round. At the last Olympic Games in Rio, the NBA top athletes from the US basketball team rented their private boat to prepare for the games and recover between the matches. At the same time, other athletes from the same USA Olympic team face serious financial troubles. For example, US Rower Megan Kalmoe who won a bronze medal at the 2012 London Olympics lives "just above the poverty line". This phenomenon is not limited to the Team USA, but also prevails in other nations such as Great Britain or Germany (e.g. Breuer, Hallmann & Ilgner, 2017). Thus, a big share of the top athletes of Olympic squads actually belong to the non-profit sector and are dependent on public funding through the national sports institutions. In contrast, the public mistakenly assumes that athletes' financial welfare for the future is safe (Breuer, Hallmann & Ilgner, 2017).

In this paper, we develop a process model how athletes from individual and niche sports can make value out of their rights and initiate sponsorship deals on their own. We build on the work by Dumont (2016) who proposed guidelines for niche athletes to become more attractive for sponsors. We claim that the individual athlete has to adapt a more active role in promoting herself as a platform for potential sponsors and be a professional entrepreneur. In the digital world, social media activities help athletes to initiate a brand building process on their own. We intentionally chose a diametrical view on the phenomenon of sport sponsorship and do not adapt a firm's perspective.

Theoretical background

Companies view sport sponsorship as an efficient marketing communication tool to reach consumers and emotionally charge their brands (Cornwell, 2008). From year to year, more money is spent so that companies can associate their brand with federations, clubs, athletes or events. Individual level sponsorship or celebrity endorsement is intended to profit from strong human brand (e.g. Nike and Michael Jordan; Cornwell, 2016). However, many top athletes struggle to get sponsors that finance them not matter whether they are in the European or in the North American sports system. A study from the German Olympic Sports Federation revealed that financial difficulties are the second most reason for an early end of the career of professional athletes (Breuer, Hallmann & Ilgner, 2017). Oftentimes individual athletes do not profit from the millions of dollars spent in sports sponsorship. In this paper, we look at sport sponsorship through the lens of individual athletes and ask how athletes can initiate sponsorship deals on their own. Here, our research is in line with other research that focuses on the sport sponsorship process in the non-profit sector (Daellenbach, 2012).

Methodology, research design and data analysis

In the first study, we conducted semi-structured interviews with professionals from the sport sponsorship sector in Germany (N = 28). Our sample included professionals from right-holders, sponsors and sponsorship agencies to increase heterogeneity of sample. The average duration of the interviews was 42 mins and the data was analyzed with MAXQDA 12. We used a Thematic Analysis to analyze the data. This study revealed three major steps (analyzing — approaching — negotiating) that are crucial in the initiation of sport sponsorships from the individual right-holder perspective in general. Moreover, we identified specific sport-related facilitators (e.g. sporting success) and barriers (e.g. position of power of the sponsors) of this process. In Study 2, we aim to discuss this model with professional athletes to refine the process. This sample mainly involves those elite athletes who haven't made sponsorship agreements yet, but also athletes who were successful in completing a personal sponsorship agreement. Study 2 will be conducted during the summer and the results of the entire project will be presented at the 2017 EASM conference.

Results, discussion and implications

To our knowledge, this is the first study that explicitly focuses on the question of how individual athletes can initiate sport sponsorship contracts and act more proactively in this domain. We identified critical points that athletes have to take into account when they build their own human brand. Oftentimes, the lack of money and knowledge impeded this process. We do explicitly not contest the work of professional agencies or athlete managers, but we try to sensitize athletes that they have to adapt a role as an entrepreneur.

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Good Or Bad: How Do People Form Their Judgements On Sponsorship-Fit?

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Aim of the research

Fit represents a theoretical concept that is commonly used with regards to the processing of sponsorship-based stimuli. Even though fit acts as a meaningful predictor of effects, the research on how recipients form their opinion on fit is still sparse. Insufficient insights have substantial implications for managers as they have to choose sponsorships or might have to work with sponsorships that lack apparent fit (Olson & Thjømøe, 2011). Furthermore, a recipient that is confronted with a sponsorship that has a low level of fit, might experience a state of reactance which can lead to reactions that counter the desired sponsorship outcomes.

Therefore it is the aim of this research to contribute to the deeper understanding of the basis of sponsorship-related fit and additionally shed light on potential reactance towards low levels of fit.

Literature review

Numerous studies provide evidence for the positive effects of high levels of perceived fit. For instance, fit was found to have a positive relationship with sponsor recall and recognition, as well as attitudes towards the sponsorship and sponsor (for an in-dept overview see Olson & Thjømøe, 2011). However, fit is often examined as an overall-fit and only few studies try to explore underlying dimensions. Olson and Thjømøe (2001), for example, found four dimensions that could significantly predict overall-fit, whereas the adjusted explained variance was 33% to 34%. It is assumed that this value could be considerably higher if multifaceted predictors that integrated various sponsorship contexts were incorporated. Furthermore, it has to be emphasised that fit is interpreted differently throughout the literature. Narrow definitions focus on similarities between sponsor and sponsee whereas broader definitions interpret fit as how suitable the link between sponsor and sponsee is perceived (e.g. Woisetschläger, Michaelis & Backhaus, 2010). This research integrated both point of views by referring to a concept of sponsorship fit and tries to unveil comprehensive success factors that make for a "perfect sponsorship match" from a recipient's standpoint.

Methodology, research design, and data analysis

Two qualitative studies were conducted to explore predictors of sponsorship fit as it relates to the recipient's point of view. In addition, special attention was directed to the reasons why fit was perceived as low and why (or if) the sponsorship itself was rejected as a result of this.

At first, a netnography involving Virtual Sport Communities was conducted by following the research steps proposed by Kozinets (2010). In total, 651 user submitted posts were identified and analysed through qualitative content analysis (Mayring, 2007). A total of 35 of the both deductively and inductively developed categories showed sufficient levels of inter-coder reability (Cohen's kappa).

In-depth interviews with sponsorship managers were conducted as a second study to enrich the recipients' point of view with the one of professionals (i.e. managers were asked to assume the positon of the recipients). Twelve managers took part in the study and represented the major concerned parties namely sponsors, sponsees and intermediate agencies. The interviews were likewise analysed through qualitative content analysis. In doing so, 25 categories showed sufficient levels of inter-coder reability.

Results, discussion, and implications

The two studies resulted in a combined number of 39 separate categories (which need to be reviewed through future quantitative research) that influence fit as it relates to a perceived „perfect sponsorship match" from a recipient's point of view. Several categories are highly contextual, meaning that they only apply to certain kinds of sponsorships (e.g. naming rights, uniform sponsorship). With regards to their substance, the author proposes four main groups to arrange these categories: 1. similarity between sponsor and sponsee (i.e. sponsor fit), 2. characteristics/state of the sponsor, 3. characteristics/state of the sponsee, and 4. content-related make-up (shape) of the sponsorship deal.

In addition, a few categories that were not placed in these four groups, dealt with the anticipated overcoming of resistance that was based on reactance towards low levels of fit. However, these categories also give insights on possible negative outcomes of sponsorship-related fit. The theory of psychological reactance (Brehm, 1966) might be utilised to explain these outcomes as boomerang effects and should be investigated more closely in future research.

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Consumer-Scepticism Towards Sponsoring and Its Impact on Sport Sponsorship

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Aim of the research/project

Sponsorships are powerful marketing tools which use the platform provided by sport events, teams or athletes to co-create value with other actors, including the sport brand itself, media, fans, and other sponsors. However, recent scandals involving professional sports, corruption of mega sport events and its governing bodies, and the vast amount of money involved may lead to a growing scepticism among consumers towards sponsoring (Kelly, Coote, Cornwell, & McAlister, 2017). Therefore, this paper aims to conceptualize consumer-scepticism towards sport sponsorships and assess its impact on both the sponsor and the sport brand.

Theoretical background

Consumer scepticism towards marketing activities has especially been studied in regard to advertising (Obermiller, Spangenberg, & MacLachlan, 2005), cause-related marketing (Shruti & Julie, 2006) and electronic Word-of-Mouth (Zhang, Ko, & Carpenter, 2016), but only recently in connection with sport sponsorship (Kelly et al., 2017). Attribution theory provides a suitable background for explaining scepticism towards sponsoring.

While scepticism may be contingent upon context and specific execution strategies (Kelly et al., 2017), cognitive processing mechanisms in sport sponsoring support the notion that the perceived motive of the sponsor significantly determines sponsorship response (Rifon, Choi, Trimble, & Hairong, 2004). The conceptualization of consumer-scepticism towards sponsoring in this research therefore includes both scepticism regarding the motives of the sponsors and more general aspects of scepticism within the context of sport (Zhang et al., 2016).

Methodology, research design, and data analysis

An online survey among consumers, who were invited via sport-related online communities and email, was carried out. Out of 268 respondents, 215 indicated that they are fan of a specific club from the 1. Bundesliga. Threat for common method bias was reduced by using different question types and proximally separating measures of predictors and criterion variables (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Harman's (1976) single-factor test demonstrated that none of the factors accounted for most of covariance among items.

Data analyses included four steps. First, the dimensions of consumer scepticism in the context of sport sponsorships were explored in a principal component analysis. Second, an ANOVA was conducted to test the influence of consumers' interest in football on their scepticism towards sponsorships. Third, a structural equation model using the Partial Least Squares (PLS) approach was estimated to study the impact of consumer scepticism towards sponsorship on fans' evaluation of the main kit sponsorship of their favourite club. Fourth, the relative importance of the scepticism dimensions depending on consumers' interest in football were assessed in a PLS multi-group analysis.

Results, discussion, and conclusion

The exploratory factor analysis over the scepticism items (KMO = 0.711) results in two components (66.9% of variance explained). The first dimension represents the individual's concern about sponsoring as a threat to the sport, its integrity and its values. The second dimension expresses scepticism due to the commercial and manipulative motives of the sponsor.

ANOVA reveals that fans of a club score (significantly) lower on all except one item in the scepticism scale. The estimation of the structural equation model demonstrates that scepticism towards sponsoring negatively influences the evaluation of a specific sponsorship (β = -0.138**). Additionally, both the "attitude towards the sponsor" (β = -0.314**) and the "attitude towards the team" (β = -0.206**) are negatively affected by scepticism. Further, consumer scepticism towards sponsoring has a moderating effect on the influence of team identification on attitude towards the sponsor (β = 0.054; βmoderation = -0.115) and attitude towards the team (β = 0.300**; βmoderation = 0.108**).

The multi-group analysis shows that the sport-related component of scepticism is more important for determining overall scepticism for the group of non-fans (βnon-fans = 0.598**) than for fans (βfans = 0.439**). Although, due to the small sample size, the bootstrapping approach does not identify this difference as

statistically significant, the tendency fits to the previous observation that football fans care less about the detrimental effect of sponsorships on the sport. Regarding the sponsor-related dimension of scepticism no difference between fans (βfans = 0.485*) and non-fans (βnon-fans = 0.419**) could be observed.

The contribution of our findings is threefold: First, we demonstrate, that consumer scepticism towards sponsorships can occur either because of a general belief that the activities of sponsors destroy the values of the sport or due to mistrust in a sponsor's actual intentions. Second, our study reveals that especially consumers with lower levels of attachment to the sport are sceptical towards sponsorships, indicating that sponsors may risk their relationship to less sport-interested consumers. Third, our findings demonstrate that not only the sponsor brand, but also the team brand is negatively affected by scepticism towards sponsorships. Therefore, both sponsors and sponsees are advised to remedy the reasons for scepticism.

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The Difficult Task Of Addressing The Internal Audience: The Case Of Improving Employees´ Health And Active Lifestyle By The Means Of A Sponsorship

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Aim

The scope of sport sponsorships is covering multiple purposes, and addressing the internal audience is by Cornwell (2014, p. 141) described as "one of the areas where sponsorship has the largest unrecognized potential to contribute". This makes sponsorship management appear as an overlap between classical marketing and Human Resource Management practices (Edwards, 2016). Our study presents results from a case where a leading Danish insurance company prior to the 2012 Olympic Games decided to sponsor the most successful Danish rowing boat (winning medals ever since Atlanta 1996). Unlike other sponsorships, the idea behind this sponsorship design was solely to reach a specific group of employees working in the company's service center. The sponsorship addressed three overall themes *health*, *competencies* and *teamwork* that should be improved by means of inspiration from elite rowing. The purpose of this study is twofold as we 1) explore how elite sport as part of a health improvement campaign is enacted and integrated in the sponsorship design, and 2) investigate how middle managers and in particular employees evaluate the sponsorship-linked efforts to promote a healthy life-style through exercise and inspiration from elite rowing.

Theoretical background

This study is anchored in a critical realist understanding of management and organizing (Tourish, 2013). Improving employees' health has intensified over the last years resulting in intensified focus on sport and physical exercise not only outside of, but frequently as an integrated part of a corporate strategy (Pichot, Pierre & Burlot, 2009). However, this health-approach has led to negative outcomes such as stigmatization and exclusion of some employees (Mik-Meyer, 2008). We therefore problematize (Alvesson & Sandberg, 2011) the basic assumption — among practitioners as well as among some researchers — that the attraction towards elite sport can be directly transferred to efforts promoting a healthy lifestyle among employees.

Research methods

We use both quantitative and qualitative methods with the aim of increasing knowledge and generating insights into the difficulties of addressing the internal audience. Qualitative, semi-structured interviews were carried out in 2012 and 2013. This includes single interviews with the HR and marketing managers of the company, group interviews with two elite rowers and two company project employees working specifically with the sponsorship implementation, and two focus groups (each consisting of three persons) with employees of from the service center. A questionnaire was developed based on knowledge gained from the first rounds of interviews with the managers and distributed among the service center employees in September 2012, just after the Olympic Games (N = 653; respond rate 66%). Of this group 10% had a position as middle managers. The quantitative findings are based on self-evaluations, thus — and different from other studies (Edwards, 2016) — a limitation of this study is that it does not contain a before/after design neither was it possible to test it on a control group. Instead the study combines qualitative and quantitative methods where quantitative findings are followed by group interviews in order to gain deeper insights into the subjective perceptions of managers, rowers, and employees by drawing attention to possible links and constraints between elite sport and healthy lifestyle and the role of middle managers during the implementation of the sponsorship.

Results, discussion and implications

Whereas this sponsorship seems to have had a positive impact on employees' competencies and team work (study under review), positive health aspects are more dubious. Unlike the competencies and team work that were uniquely integrated in this sponsorship, the health component was by the management integrated into already existing employee health improvement efforts initiated earlier at the company. Thus, the management linked elite sport with health efforts. While 67% of the employees surveyed responded that it was either very important/to some extent important that a sport sponsorship also focused on employees' heath, a vast majority (94%) responded 'no' to the question whether the campaign associated with this sponsorship had made them do more sport/exercise. Qualitative insights furthermore confirmed the missing link between an elite sport sponsorship as a means for health improvement. Our study is in line

with those studies emphasizing that it is difficult to find evidence that there is a direct connection between elite sport and intensified physical activity among non-elite people. An explanation can be found in the fact that this sponsorship was not designed solely for the purpose of being linked to an improved employee health intervention. Thus a managerial implication is that we cannot take for granted that a healthy image ascribed to sport can easily be transferred to employees by means of a sponsorship.

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Research, Policymaking, And Active Design: Stimulating Physical Activity In Open Spaces

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Rationale and aim

Increased in urbanisation and modern lifestyle discouraged participation to physical activity, that posing a major threat to public health. Nearly one third of adult all over the world are not physically active at levels recommended by the World Health Organisation. As such, improving participation in physical activity is a public health issue of urgent concern. Active design strategies support physical activities in order to address todays' growing obesity and sedentary behavior. We can encourage lifelong healthy physical activity by preparing responsive and adaptive outdoor environments that reinforce self-directed movement experiences.

The purpose of this workshop is to bring together scientists conducting research in sport/physical activity management, public health, and active urban living areas from all over the world. Considering public health and physical activity management as a broader theme, scientists will present their latest results in physical activity/doing sport in urban open spaces with an emphasis on the application of their findings to perceive management needs. Public health policies, challenges for avoiding sedentary lifestyle and managing physical activities in different countries will be discussed in terms of the facilitating urban open spaces to promote physical activity and doing sport for all ages and abilities.

This sessions will be of interest to all researchers working in healthy urban living and physical activity/sport management and to all stakeholders and sport managers who need to make decisions about promoting sport and facilitating urban open spaces to stimulate physical activities for all ages and abilities. Managers will be provided with examples of how results from research can be used to develop and maintain active communities and address the issues in physical activity and sport management areas or to evaluate interventions for increasing the level of physical activities. Understanding the needs of residents in being active physically in a safe area for free and management challenges to address it is an essential component of developing programs, effective interventions and having realistic and cost-effective goals. Scientists will be provided with examples from managers on what types of information/knowledge are needed and how these results can best be utilised.

Stakeholders and managers will benefit from this session by understanding the scope of physical activity management research in relation to public health, what information has been compiled to date, and how these data can be used to address the challenges and goals. Scientists will benefit from this session by understanding what management needs are, and how they can tailor the presentation of the scientific results to address these management needs.

Format

The sessions will have a balance between short presentations, impact cases (applied research projects), debates, and possibly hands on activities in-between/around the sessions.

Equalizer: Developing Equal And Inclusive Physical Activity Places In Collaboration

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Aim

The presentation takes as its starting-point the unequal and gender-coded use of public activity and sport places and discusses methods to create more inclusive places with basis in the collaborative project *Equalizer*.

Background

In Swedish cities as well as cities in other countries a lot of new public physical activity places, such as outdoor gyms, themed playgrounds, skate parks and small-scale ball pitches, have been developed recently in order to meet new activity preferences and activate new groups. They are in many ways interesting in a current sport and urban development context. The current urban development includes a growing urbanization, densification and segregation. The sport development is characterized by a decreased interest in organised sport activities, increased interest in flexible, individual and self-organised activities as well as activities provided by commercial actors, the rise of 'new' activities like parkour and lifestyle sports and a growing activity segregation (Book, 2015). However, the new activity and sport places are not as inclusive and open as they were meant to be. For example, most of the places are dominated by young, male users. The share of women visitors is often low.

The project *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 (see for instance Evans, Jones, Karvonen, Millard & Wendler, 2015; Leminen & Westerlund, 2015). The project is performed as a collaboration between researchers with expertise in norm criticism, sport studies and urban geography; architects; the City of Malmö; and users. An important part of the project is dialogue processes and involvement of potential users, mainly girls/women. Keywords are norm criticism, intersectionality and accessibility in connection to public activity and sport places, as well as participatory planning.

Research design

In order to test new ideas and create changes, the empirical part of the project is carried out in the form of a living lab with several steps:

- Groups of women are identified and dialogues with these groups and representatives for the leisure department are initiated in order to select places.
- Groups of women become active users of male-dominated activity places at hours when boys/men are present in order to gather experiences and create "disturbances" in the usual user patterns through their presence and activities. These actions take place at several occasions. At this point no changes of the places have been made.
- Group interviews with the women involved in the step above in order to discuss experiences and identify obstacles and opportunities for using the activity places -> Based on this, tools and measures to create more equal and inclusive places are discussed.
- Changes of or in connection to the places are made. These could be physical, organizational etc.
- The transformed places are used and evaluated by the women.

The aim of the steps could be summarized as follows: to disturb the patterns of dominance at existing physical activity places — to support changes — to sustain a higher inclusivity.

Researchers will be involved as observers and interviewers in all steps.

At this point, the selected places include one outdoor gym located in an urban recreation area, one small-scale ball pitch and two places used for youth summar activities organized by the city. The groups of women at the moment involves about 20 girls/women aged 14–20. Later on, a group of middle-aged women will also be involved.

Results

During the spring and summer user dialogues will be carried out and during late summer and early autumn three places will be object to change through different measures. At the conference the process so far will be analyzed embedded in the theoretical background.

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Which Park Characteristics Influence The Invitingness For Park Visitation And Park-Based Physical Activity In Adolescents? A Choice-Based Conjoint Analysis Using Photographs

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Aim of the research

The aim of this study is to examine the relative importance of ten park characteristics on park visitation and park-based physical activity (PA) among adolescents, using choice-based conjoint (CBC) analysis with manipulated photographs of parks. The following park characteristics were included in the study: upkeep, presence of play/exercise features, presence of a sport field, presence and activities of peers, walking paths, presence of homeless persons, naturalness, presence of benches, a drinking fountain and presence of a mother with a child.

Theoretical background

Worldwide, almost 50% of all adolescents (12–18 years) does not meet the health guidelines for PA, recommending to engage in 60 minutes of moderate-to-vigorous PA daily (Verloigne et al., 2016). Therefore, adolescents' PA should be promoted at population level. Socio-ecological models of health behavior emphasize the importance of the environment, including parks, to stimulate PA (Sallis, Cervero, Ascher, Henderson, Kraft & Kerr, 2006). Parks and green spaces have great potential as environments to be active, especially in urban settings where outdoor PA possibilities are limited. Nonetheless, park planning is complex and combines physical, functional, social, administrative and economic environments. John Bale also described the complexity of landscapes becoming 'sportscapes' and emphasized the importance of taking into account the multiple functions of landscapes (e.g. social, natural or ideological function; Bale, 1994). In this study, we mainly focus on the social and physical function of parks as 'sportscapes' for adolescents.

Previous qualitative research identified important park characteristics (e.g. sport facilities, maintenance) but until now, quantitative research is lacking. Since organizational and financial challenges limit the possibility to conduct natural experiments, new methodologies such as virtual experiments have been developed. One such design is online CBC analysis using manipulated photographs. This analysis allows to define how people value different attributes (e.g. upkeep) of a product (e.g. a park) and which characteristics are most influential on respondent choice (i.e. which of two manipulated park photographs does the respondent prefer). CBC exercises are frequently used in marketing research to study consumer preferences (Orme, 2014). In PA research, CBC analyses are relatively novel, but have been used before to examine for instance older adults' (Aspinall, Thompson, Alves, Sugiyama, Brice & Vickers, n.d.) and adolescents' (Veitch, Salmon, Parker, Bangay, Deorche & Timperio, 2016) preferences for public open spaces.

Methodology, research design and data analysis

Participants were recruited at schools in Flemish-Brabant and asked to fill in an online questionnaire and two sets of choice tasks. Ten schools near Brussels participated and in total, 1197 students from grade one to four (12–16 years) provided valid data. All participants provided written consent and the research protocol was approved by the Ethics Committee of the Ghent University Hospital. For each of the two sets of choice tasks, respondents had to make a choice between two photographs of a park with ten characteristics manipulated on two to four levels (e.g. no/unpaved/paved walking paths). The first set of choice tasks asked to select the park most supportive for visitation, the second set to select the park most supportive for PA. In total, 6,912 photographs of parks were developed and manipulated; all photographs differed in at least one manipulated factor and in each set, respondents received 10 choice tasks, each with two randomly selected photographs. In the online questionnaire, socio-demographic information, park use and PA levels were assessed using valid questions. Hierarchical Bayes Estimations were used to calculate relative average utilities that represent the desirability of each level within a characteristic and to calculate impor-

tance scores which reflect the effect of each park characteristic on the choice. Analyses were performed using Lighthouse Studio 9.2.0 (Sawtooth Software).

Results, discussion and implications/conclusions

The most important park characteristic influencing the choice to visit a park was upkeep (40.8%; 95% CI = 40.0, 41.6). The presence of play/exercise features was the second most important (16.1%; 95% CI = 15.7, 16.5) followed by presence of a sport field (11.2%; 95% CI = 10.7, 11.8). Similar to the results for park visitation, upkeep was the most important factor influencing the choice to be active in a park (34.5%; 95% CI = 33.8, 35.2), followed by the presence of play/exercise features (18.2%; 95% CI = 18.0, 19.1) and the presence of a sport field (13.4%; 95% CI = 12.8, 14.0).

This study showed that upkeep is the most important characteristic for (active) park use in adolescents. Future studies should examine if similar characteristics are important in other age groups, and natural experiments should confirm the results of the virtual experiments. The main limitation of this study was that no actual behavior was studied, only intentions for a behavior were examined. Nonetheless, this study provided important information for policy makers and researchers, and can be used to plan future park renovations.

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The Benefits Of Community Involvement To Stimulate Physical Activities In The City Of Groningen

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Introduction

Growing concern over having healthy lifestyle in many countries as well as the link between insufficient physical activities and chronic diseases is stimulating interest in embedding physical activity in daily routines. Recently, the provision of outdoor fitness in neighborhoods is recognized as one of the effective ways to increase physical activity level, especially in disadvantaged areas (Borgers, Thibaut, Van der Meerschen, Van Reusel, Vos, & Scheerder, 2013; Humpel, Owen & Leslie, 2002; Sallis, Owen & Fisher, 2008; Thiesen-Raaphorst, 2015). An ecological framework indicates that behavior changes are affected by individual factors (e.g. demographics), as well as, interaction with the social capital and built environment in which individuals live (Bors, Dessauer, Bell, Wilkerson, Lee, & Strunk, 2009; Sallis et al., 2016). As such, many countries have aimed to shift from being focused on individuals, to those approaches that attempts to make changes in social and physical environments and have sustainable impact on population level. Community involvement seems as an essential ingredients to achieve this goal, however, providing meaningful community engagement can be a challenging task for policy makers, and researchers. The municipality of Groningen developed a unique approach using socio-ecological framework and public involvement theory by involving residents in decision-making process of the project to stimulate physical activity in open spaces. The process is meant to empower residents to improve their neighborhoods by creating an active physical environment and social safety for children and their families. This study describes how involving community in decision making process of the project in three neighborhoods in Groningen may impact its social environments, physical activity levels and the quality of urban life, which will lead to improve individual and community health. Evaluating the approach from policy makers and residents' perspective (both park users and non-users) presents to enhancing future involvement to have more sustainable impact.

Method

This study is drawing on semi-structured interviews data with policy makers, pre and post renovation surveys with residents about their level of satisfaction with the design, and conducting two weeks of observations (pre and post renovation) using SOPARC to identify the park utilization. The renovations involved replacing old playground equipment, adding new equipment and floor surfacing. Outdoor spaces/parks were selected in January 2016, using specific criteria: 1) Low-income neighborhoods with social/safety problems 2) Communities that submitted a formal request to the municipality to renovate their old/worn-out out door fitness/playground or lack of facilities. We conducted three interactive workshops with residents in each neighborhood to understand their needs and get their ideas to renovate the park/open spaces. Residents were invited via different ways: using social media (e.g. Facebook), neighborhood web site, neighborhood newsletter, and direct mailing/putting invitation letter in their post box.

Results

Those individuals, who got more involved in the workshops, felt more valued while seeing their ideas were taken into account. They created stronger relationship amongst themselves through the process that led to a greater level of trust and social capital. Policy makers got benefits from the insights and knowledge brought by residents during those three workshops in each neighborhood. Also they indicated that by opening up the process of decision-making to a wider range of people and at the same time looking for creating an environment that everyone can contribute equally, they inevitably move away from the simple conception of success/failure that associated with more closed system. However, obviously the whole process was more complicated and unpredictable, and unfortunately only few people attended the workshops (15–30, varied amongst different neighborhoods) who are mostly athletics or parents of young children. Although the community involvement had a positive impact on increasing social capital in the neighborhoods but it did not have influence on physical activity level of inactive people. One possible explanation is inactive people are mostly from low-income groups and elderlies who were not interested to be involved in the decision-making process, and it is confirmed by other studies (Burton, Goodlad, & Croft, 2006).

Conclusion

City governments increasingly recognize that changing behavior must include changing the social and physical environments, in which people live. Community involvement can have a significant impact on the

level of residents' satisfactions about changes in built environment, subsequently the level of park utilization and increasing social capital. However, this approach needs to be tailored in disadvantaged areas; because there are some correlations between certain demographics (e.g. household income, employability) and being confident to get involved in decision-making process.

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Sport Business Intelligence

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Rationale and aim

There has always been discussions to integrate theory and practice, research and development work, university studies and real, concrete development work in private, public or third sector organisations but — especially in the past — not so often successfully. Nowadays researchers and modern sport organisations or other modern sport related organisations cooperate and use different means of sport business intelligence.

Conveners and a number of likely contributors of this workshop have worked in this area several years, but there has never been enough time to share experiences, success stories and failures, discuss together or perhaps prepare new collaborative and international projects together. It is necessary that not only research in general and sport business intelligence in particular serve the society but also use resources more efficiently in the future.

Sport business intelligence can be defined as systematic and continuous collection and analysis of relevant data in order to develop sport organisations and events (http://sportbusinessschoolfinland.com/sbsf/sport-business-intelligence). Sport Business Intelligence is relatively new approach to sport management, and we strongly believe that successful business performance development in sport organisations requires professional business management applied with business intelligence solutions where customers, fans, partners, sports brands, and organisation's business competences are at focus.

Our aim is to bring together professionals from sport business intelligence area, share positive and negative experiences, improve sometimes too theoretical reputation of scientists and increase also that way the possibilities of researchers and scientists to start or develop activities with the professional sport management field. We want to bring together those the most practice and concrete development work oriented scientists, who have already got concrete results out of their sport business intelligence related research and activities.

The conveners envision a mix of researchers, software providers and practitioners straight from the area of business intelligence and speakers who apply the ideas and concepts of sport business intelligence in their work. For example, the founder and CEO of Webropol, Erik Romar, will be invited as industry guest to present and also to comment papers and presentations of the sessions.

Format

The workshop will embrace a variety of presentation, input, discussion and documentation formats.

It is envisioned that active discussions continue and emerge over the duration of the whole conference, including breaks and social events. Every conference evening the main results and achievements of the workshop and discussions will be published by the means of social media or sport business intelligence related website.

Open publication

It is envisioned that after the conference an open publication based on presentations from this workshop will be made available to all interested conference participants and beyond.

Corruption's Impact On Sport Sponsorship

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Aim of the research project

The aim of this study is to examine the potential impact of a sport corruption on sponsorship. Specifically, the authors study how the corruption allegations surrounding FIFA influences consumer perceptions and future purchase intentions of a Finnish football club's sponsors.

Theoretical background/literature review

In 2005, Maennig began the investigation into sport corruption. He proposed two types of sport corruption: competition and management. Now, there are many academic researchers seeking to explain the corruptive influences within sport. However, Chadwick (2014) observed a lack of published studies in the field of sport corruption, especially from a business and management perspective. This study attempts to help fill this gap in the literature.

Throughout the past decade, FIFA has faced many corruption scandals, including the 2015 bribery scandal, improprieties surrounding the Qatar and Russia World Cup bids, and non-transparent elections. These scandals have tarnished FIFA's brand image. This tarnishment may also affect football sponsors, even perhaps at the local club level.

The relationship between sponsorship and purchase intentions is confirmed. A positive attitude towards a sponsor shows a significant positive effect on future purchase intentions (Biscara, Correia, Rosado, Ross & Maroco, 2013). However, it is important to research what a sponsor can do when faced with a potential negative influence. Connor and Mazanov (2010) discuss how sponsors can mitigate and react to scandals. Prendergast, Paliwal and Mazodier (2016) apply reverse image transfer and conclude that events should terminate relationships with sponsors that behave badly. This study investigates how the FIFA scandals potentially impact a local football clubs sponsor's image and its marketing objectives.

Methodology, research design, and data analysis

This study utilizes a Finnish football club's owned communications platforms to deliver a survey for potential respondents. The benefits of this approach including 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.

The questionnaire explores general attitudes about the sport corruption surrounding FIFA, its influence on fan avidity, and its impact on the local club's sponsors and the club itself.

Results, discussion, and implications/conclusions

This paper discusses the impact of FIFA sport corruption on a local football club and its sponsors. Sport business intelligence applies customer-oriented business to sport and supports informed decisions. This investigation provides vital sponsorship insights to potential local football sponsors looking to manage potential a negative brand association with FIFA.

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Customer Relationship Management In Finnish Elite Ice Hockey Clubs

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Aim

Professional sports organizations operate in a fragmented market environment where customers' preferences, needs and wants change very rapidly and unexpectedly. The importance of reliable customer data and data management as success factors in business are widely acknowledged. In Finland, elite ice hockey clubs organize the most popular spectator sports entertainment and are thereby supposedly the forerunners in adapting modern customer management strategies and practices. In B-to-C context in general, customer analytics and data based customer relationship management have been utilized for years but sport organizations in Finland are not known to manage their business with systematically collected customer data. The aim of this study was to examine the current state of customer relation management in Finnish elite ice hockey league organizations and reflect their ability to utilize CRM and business intelligence solutions in decision-making processes.

Theoretical background

Theoretical background of the study consisted of customer relationship management methodologies applied in sports. According to Adamson, Jones and Tapp (2006), the conceptual model for CRM in the football sector takes into account the special nature of football as a form of sport business. This framework describes the consumer as *fan* and the segmentation aims to optimize fan profitability and supporter loyalty. The developed concept and implemented framework named 'fan relationship management' (FRM) learns from the successes and failures of more conventional customer relationship management (CRM) but considers the special nature of football.

The other framework referred recognizes the importance of Customer Relationship Management as business philosophy. According to Mumcu (2017), the most successful sport organizations fully understand the benefits of CRM and apply it effectively. Here the strategic planning and operative customer management benefit one another through the management of valid and up-to-date data. In order to succeed, the data processes should be a natural part of the organization and the data should be used to benefit both the organization and customers. The Business Intelligence, in the present data collecting and Big Data analysis is the tool of the future for interactive, data based decision-making (Preimesberger, 2014).

As business intelligence is referred as a tool for effective data management and strategic planning, the concept of Sport Business Intelligence is referred as one part of the framework of this study. Sport Business Intelligence is defined as continuous development of sport events and organizations using advanced and sophisticated data collection and analysis. (Rasku, Puronaho & Turco, 2015)

Methodology, research design and data analysis

The aim and purpose of the research was introduced to the club managers on November 2016, and the data was collected between November 2016 and January 2017. The respondents of the research were representatives of the fifteen elite ice hockey clubs playing in the Finnish top league. A quantitative survey questionnaire was sent to the marketing managers of all the clubs and all respondents were able to invite two other persons in their organization to fill in the questionnaire. Data was collected and analyzed with Webropol online survey and analysis software.

In total 18 respondents returned the survey and 15 were accepted for analysis. All 15 different teams were represented in the sample and the study can be considered representative as the results can be generalized to the population studied. The results give a comprehensive view of the situation in Finnish elite ice hockey organizations.

Results, implications and discussion

Primary results of this study indicate that most of the Finnish elite ice hockey organizations are fully aware of the specific features of sport event industry and recognize the concept of customer relationship management as an important asset for their business management. However, currently only very few of the organizations have an ability to operate with customer focused business philosophy or even applying a fan centric strategy. Results show that more than half of the respondents identify a systematic customer relationship management system applied but less respondents state that the organizations are able to collect,

analyze and utilize customer data on their own. The basic requirements and readiness, e.g. in the form of existing software or databases, for customer-centric decision-making process appear to exist, but the ability to fully utilize this potential in fan-centric customer relationship management is still mostly undefined. More detailed analysis of the results will be available upon the presentation of this study.

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Residents' Perceptions Of The Tangible And Intangible Impacts Of The Rio 2016 Olympic Games & The Implications For Host City Mega-Event Stakeholders

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Aim of the research

This study aimed to reveal the host city resident's perceptions of the tangible and intangible impacts of the Rio 2016 Olympic Games. This paper specifically identifies these perceptions and discusses the changes in these perceptions from before and during the Games period. The discussion sets these findings in the context of previous mega-event studies, in order to broaden the understanding of resident perceptions to the hosting of mega-events.

Theoretical background

The focus on both tangible and intangible impacts is particularly relevant in the context of emerging countries, such as Brazil, which are increasingly utilising sport mega-events to promote socio-economic development and image enhancement (Swart & Bob, 2007). Rio's bidding for and hosting of consecutive sport mega-events (namely the 2007 Pan-American Games, the 2014 FIFA World Cup and the 2016 Olympic Games) are viewed as part of a wider government strategy (Santos, 2014) aimed at giving the country "recognition and symbolic power in the international arena" (De Almeida, Júnior, & Pike, 2014, p. 271). At the pre-bid stage, an Olympic Games is 'sold' to residents on the basis of anticipated economic benefits (that is, employment, visitor spending, direct foreign investments, and so on), improved infrastructure and quality of life, and enhanced city image. Sport mega-events are intrusive by their very nature, bringing large numbers of visitors and media in contact with local residents for a relatively short period of time, impacting the host's culture, economy and environment. Yet, residents are often overlooked as event stakeholders.

Methodology

A quantitative survey was conducted with residents of Rio de Janeiro (face-to-face) during two different periods: one year before the games, from 3 to 28 August, 2015, (n = 404) and during the period of the Olympic Games (n = 391). Surveys were administered in the three specific regions of the city most impacted by the event, namely: the City Centre, Barra da Tijuca and Deodoro. Simple random sampling was used to select respondents.

Results

Before the event, most respondents believed that tourism would be the major beneficiary (97.8%) and similarly, that the city would gain from tourism promotion during the event (94.3%). However, some tempered this positive sentiment noting that Rio was already well-known internationally and already received many tourists annually. Secondly, most respondents (87.6%) believed that the mega-event would provide business opportunities, generate economic gains (83.9%) and stimulate commercial activity of the city (92.6%). There was some acknowledgement of the urban improvements within the city, although this was noted as limited to certain regions only. Most alarmingly, however, was the perception that these improvements would not lead to a lasting legacy for the city. Respondents noted several factors generating a negative image for the host city, most notably, "security" (87.6%), but also: "corruption scandals" and "pollution". During the event, the positive impacts were noted as: increased tourism; increased promotion for the city; and infrastructure and mobility improvements. They also mentioned impacts relating more to sport, such as broadening and diversifying the city's mix of sports and an increased interest in sport. Negative impacts experienced include: higher costs for goods and services; perceived poor financial management and corruption; unfinished public works; inconvenience in traffic; and a lack of security.

Discussion and implications

Many of these same responses were highlighted during the 2014 FIFA World Cup period and indeed appear consistent among various mega-event contexts. While there were many positive perceptions, residents' frustration emerged as a result of many promises that remained unfulfilled. The findings also highlighted differences between the consecutive mega-events, with more sport-related positive impacts perceived from the 2016 event. However, respondents' concern over the longer-term distribution of the positive impacts to non-host regions of the city is worrying. The study supports the notion that event stakeholders must be aware of residents' expectations and experiences in order to plan in a way that the mega-event meets the

highest levels of sporting achievement while at the same time offers a wide range of social, cultural and economic benefits to its host city residents (thus extending the work of Poynter, 2006). This is particularly relevant globally where many high profile mega-event bids have been derailed due to negative resident sentiments towards their hosting and is of great significance to Rio as a serial mega-event host city.

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Integrating The Performance And Quality Management Systems In Sport Organization — Concept And Rationale

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Aim of the research

In the recent years, there is a growing interest to align performance and quality management systems. In sport management, the research regarding the integration of existing management systems within the sport organizations is absent. Thus, the purpose of this paper is to cover this gap and to demonstrate how performance management and quality management systems in the context of sport organization can be integrated into a unified framework.

Theoretical background

A synergetic model for implementing an integrated management system within the single organizations was proposed by Zenga, Shib, and Loua (2007). The alignment of performance and quality management systems is supported by the multipurpose and complementary nature of Balance Scorecard. Thus, this most popular framework that is widely used for measuring the performance in various organizational settings, becoming a starting point for the integration of different management systems which are present and used in the organizations (Pimentel & Major, 2014).

Methodology, research design, and data analysis

Research design is based on the conceptual analysis of performance management systems and quality management systems in sport. The qualitative content analysis and coding techniques as well as the Atlas.ti software were used to compare selected systems namely Common Assessment Framework (CAF, 2013) which has been developed in 2000 by European Public Administration Network and Sport Evaluation Framework (2001) developed by Sport England. Synthesis method was utilized to integrate the results from previous analysis and to create the model for integration of quality and performance management systems.

Results, discussion, and conclusions

The results from the conceptual and content analysis of two frameworks (quality and performance management systems) indicate that for the development of Integrated Management System in sport organization the achievement of the synergies at the documentation and organizational levels are of the utmost importance. Internal alignment of performance indicators and data collections on different levels of the sport organization, regular update of the indicators in changing circumstances will provide a balanced picture in relation to the sports organization's performance as a whole. Measurement of the indicators such as participation, leadership, partnerships, facilities, sporting outcomes, as well as efficiency and effectiveness will inevitably lead to the synergies regarding the quality and performance of sports organization on strategic level.

Conclusions

The both concepts — quality and performance — share the same focus that is based on the satisfaction of customers and stakeholders including own employees. At the same time this satisfactions is supposed be achieved following the principles of effectivity and effectiveness with regard to the internal processes. The rationale for integrating the quality and performance management systems stems primarily from the fact that suggested integrated framework could overcome the weaknesses related to the performance management sustainability and efficiency in sport organizations. These were discussed and explained by Robinson (2012) i.e. inability to capture the environmental complexity in performance indicators and lack of managerial control over the number of environmental features, impossibility to measure all aspects of a sport organization. Further research is bound to testing the proposed integrated model in the practice of sports organizations where a crucial role of sport managers will be selection of the indicators for the joint evaluation of the quality and performance. The indicators shall be determined in accordance with the need to assess the effectiveness and efficiency of the entire organization and all of its outputs and outcomes. Thus, the implementation of the suggested integrated concept in the sport organizations can improve the realisation and results of the core processes in sport organizations and enhance their accountability towards the stakeholders´ requirements and expectations.

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An Examination The Sport Events In The Hague Between 2014 And 2016: What Factors Determine Economic Impact?

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Background

The Hague is seeking to become an 'eventful city' through an event portfolio, which although incongruent, is interrelated through strategic planning to achieve multiple outcomes for the municipality (Richards & Palmer, 2010; Ziakis, 2013). More specific The Hague wants to be known as "The Sport City at Sea". As such they organised several international sport events. In 2014 the Rabobank Hockey World Cup was hosted in the city of The Hague, in 2015 the Beach Volleyball World Championships was at 'the Hofvijver' and the Volvo Ocean Race held a Pit Stop in The Hague. In 2016 the 'Olympic Experience' was organized at the beach in The Hague.

In general, the challenge in comparing economic impact studies is that the researches are often conducted applying different methodologies and data collection procedures. This leads to a situation where the study results are controversial. Preuss (2011) describes that one of the top challenges in economic impact studies is the insufficient knowledge and information about the consumption patterns of the event visitors and residents, and reliable estimation of the number on people visiting the event. In this particular case we were able to measure the events in a similar and valid way which enables an exploration of how different sport events affect the economic impact of The Hague. More importantly, it will enable an assessment of which factors are the driving factors behind economic impact. Knowing the driving factors makes it possible to maximize the positive impacts. To do so we will compare the events hosted in The Hague to events held in Finland (World Rally Championship) and Rotterdam (World Short Track Championships). To use the information given by spectators for strategic planning and determing key performance indicators is a clear example of 'Sport Business Intelligence'.

Research questions that will be answered are:

1. What are the key performance indicators for economic impact?
2. How can event organizers benefit from knowing their visitors?

Methods

Face to face surveys were conducted at the events. A systematic sampling approach was adopted, with trained researchers interviewing every 10th visitor to ensure that the sample was representative of the total attendee population (Veal & Darcy, 2014). The questionnaire consisted three main categories; background information, economic expenditure and the way visitors see the event and the city of The Hague. The questionnaire was based upon the guidelines used in the Netherlands to evaluate sport events, which in turn is based upon international literature (Preuss, 2007). Our research gathered over 5,000 valid surveys. Usually the data gathered at an event is only used to determine economic impact of the events itself. We now will combine the data from different events in order to analyse and determine the driving factors of economic impact and give event organizers tools to maximize economic impact.

Results

The results of this study are not yet complete as the final event took place in March 2017. Our initial analysis has already uncovered some interesting results with regards to the economic impacts (ranging from several ten thousands to several millions of Euros). For example it is interesting to whether the place where you host an event has influence on the measured economic impact. Is it better to host an event in the city centre or just outside the city centre in a special venue? And what is the relationship between spending patterns and visitor profile? Does educational level has an effect? Is gender important? Does age correlate to the different spending categories? During the workshop we will discuss the differences between the events in terms of economic impact and we will pinpoint specific indicators that should help events to leverage economic impacts.

Conclusions

Once all the data is combined, this research will evaluate whether the "strategic patterning" of the events supported by The Hague municipality achieve economic benefits (Ziakis, 2013). The wider goal of this paper is to find important factors that might affect economic impact, highlighting the different impacts from the

different sport events. This can then provide vital information for The Hague and other event organizers in terms of how to use *Sport Business Intelligence* in order to maximise positive or economic impacts.

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2019 ESMQ Special Issue Workshop: Social Responsibility And The European Sport Context

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Rationale and aim

Academia, industry, civic groups, and policy-makers are increasingly recognising the significance of social responsibility in and through sport (Paramio-Salcines, Babiak, & Walters, 2013; Slack, 2014). Over the last decade, research into corporate/social responsibility (CSR/SR), sustainability and governance in and through sport has created a fundamental, mostly descriptive body of sport management literature. Walzel and Robertson (2016) identify more than 700 individual articles on the topic of social responsibility and sport published between 2006 and 2015.

The scholarly potential for sport management researchers lies in analysing current activities and leading ways forward — especially based on deeper theoretical anchoring and reflections on the dynamic developments of the topic and its application over the last decade. Amongst other, contextually embedded and longitudinal research is still in its infancy as are theory development and testing; insights into organisational decision-making processes; organisational capacity to respond to social pressures; the role of individuals as social innovation agents and entrepreneurs; and consequences of social responsibility for organisational cultures, for the integrity of sport and for public value (Breitbarth, Walzel, Anagnostopoulos, & van Eekeren, 2015).

This workshop is very closely aligned with the topic of the ESMQ 2019 Special Issue, which provides a notable opportunity to examine obvious gaps in the current body of knowledge and stimulate new approaches in a sport management field which has received growing attention over the past years. However, past research into the topic has been dominated by explorative accounts. Yet, ambitious descriptive works as well as more explanatory and critical investigations with empirical relevance aiming towards theoretical/conceptual development are most promising for our academic understanding, managerial impact and future research agendas.

At the same time, still a large number of publications are inspired by, and derive from, a North American perspective — both a North American framing of "sport" and of "social responsibility". Hence, this research is prone to ignore the specifics of the European context: different sport structures/cultures; different routes of professionalisation/commercialisation; the importance of amateur/public/non-for-profit sport organisations; the political/civic/policy/cultural environment; and more general, the plurality of Europe with its rich and diverse identities.

Therefore, contributions to this workshop need to be explicitly concerned with a European perspective — i.e. they need a European "anchor". This can be achieved by considering one and/or another of the following avenues:

On a contextual and empirical level, research can place sport-specific or directly sport-related institutions/actors/issues in the centre that originate from or mainly operate out of Europe.

On a theoretical and conceptual level, research can embrace theories, models or ways of thinking specific to/originating from European perspectives/philosophies/movements (e.g. Scandinavian institutionalism; social market economical thinking; critical management theory, etc.).

Comparative research is also strongly encouraged, i.e. where theoretical lenses or contextual/empirical matters are systematically compared either within Europe or where institutions/issues from within Europe are compared to institutions/relevant matters from outside Europe.

Review papers focusing on or mainly including European aspects and current issues are welcomed as well as work that is somehow concerned with how the European (C)SR debate has been "exported" through/within sport or impacted on developments elsewhere.

Networking As A Cornerstone Within The Practice Of Social Entrepreneurship In Sport

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Aim of the research

During the last decades, society has changed and become increasingly market driven. As a result, organizations within all sectors of society, and particularly those within the nonprofit/voluntary sector, have been encouraged, and in many cases forced, to compete for funding from a diminishing governmental budget while simultaneously minimizing their excessive governmental dependence. Consequentially, traditional sector boundaries have eroded. However, neither the state nor the free market have managed to provide universal social welfare/security or respond to some of our major societal challenges (e.g., mass migration and inequality; Huybrechts & Nicholls, 2012). A possible answer to these challenges might be social entrepreneurship.

Social entrepreneurs are found within the blurred sectors of society. Social entrepreneurs in sports consist of organizations that prioritize social values ahead of both sporting results and financial profits (Schenker & Peterson, 2017), differing from CSR in terms of the organizations' primary goals and handling of profits (Huybrechts & Nicholls, 2012). Research has however shown that organizations engaged in social entrepreneurship have difficulties in creating sustainable businesses (e.g., Austin, Stevenson & Wei-Skillern, 2006). One possibility often highlighted in research to successfully maintain and develop such businesses is the use of networks. Despite this, Phillips, Lee, Ghobadian, O'Regan and James (2015) show that (a) social entrepreneurs struggle to identify and develop relevant networks, and (b) research needs to be more empirical (qualitative) regarding which roles the actors within the organizations might have for social entrepreneurs.

The aim of this study is to better understand and discuss how social entrepreneurship and networking can be manifested in a sports organization. Hence, this study fills a knowledge gap in research on social entrepreneurship in general, and in sport in particular.

Theoretical background

Social entrepreneurs do not operate in a vacuum, but in a social context in which they navigate to find resources. By synthesizing the welfare triangle, with its theoretical description of society's organization (Pestoff, 1998), with different types of networks (Lechner, Dowling & Welpe, 2006), it is possible to illustrate, understand and discuss the transboundary work and networking of social entrepreneurs within the blurred sectors of society.

Methodology

This study is based on an explorative case study of a sports organization within the voluntary sector, situated on a small island in Sweden. The sports organization can, based on Schenker and Peterson's (2017) theoretical development of the concept of sport and social entrepreneurship, be compared to a social entrepreneurial sports organization. The data includes documents (e.g., annual reports) and semi-structured interviews with six respondents from the sports organization as well as its partners, who were chosen based on the theoretical framework.

The data underwent a qualitative content analysis. Data containing the organization's business and network was first organized based on the theoretical framework. All identified partners were then categorized with respect to the welfare triangle. Lastly, the different collaborations were analysed and discussed in a concept-driven manner.

Results

The sports organization in question has a multifaceted business, which can be seen as a result of their stated social goal. An example of their social responsibility is that they incorporate youths from a juvenile detention centre into their activities, thereby contributing to the youths' rehabilitation.

The study shows that the organization relies on and uses various types of networks within different sectors of society. Most collaborations are with other actors in the voluntary sector. This finding implies that organizations most easily collaborate with actors with similar sectorial affiliations, probably because these organizations "play" by the same rules (Pestoff, 1998). Also, due to the organizational form, the organization has access to several institutional networks (e.g., with the municipality). Some of these are strengthened by the organization's use of various reputational networks (e.g., by contact with universities), which increase

their legitimacy. However, the organization is not dependent on institutional networks and grants. It generates approximately 55 percent of its revenue by arranging income-generating activities of their own and through the use of different networks (e.g., a commercial local hotel & conference center). Several of these networks are furthermore characterized by both an interdependence and a drive for win-win situations, rather than the unilateral dependence otherwise apparent in research.

The present study fills a research gap (Phillips et al., 2015) and contributes to an understanding of the importance of various types of networks. Additionally, although entrepreneurs exist within a certain social context, this study contributes to inspiration for practitioners.

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Inter-Country Differences In CSR Practices: A Cross-National Comparison Between The French And UK Professional Sport Sectors

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Aim of the research/project

Corporate Social Responsibility (CSR) is a multifaceted concept that is viewed and applied differently in different countries. In general, it can be defined as the "economic, legal, ethical and discretionary expectations that society has of organizations at a given point in time" (Carroll, 1979). Recent research into CSR in the sport sector (Paramio-Salcines, Babiak & Walters, 2013) has begun investigating why and how sport organizations demonstrate their social responsibility, and the influence of national and cultural roots on CSR practices. The present study contributes to this emerging research stream by comparing the ways in which professional sports clubs in France and the United Kingdom consider and implement CSR, and by attempting to identify the reasons for these differences.

Theoretical background or literature review

Institutional theory offers an interesting perspective from which to explore the cross-national differences that have been noted in the sport sector (Breitbarth & Harris, 2008) but rarely studied. This perspective and, more specifically, Matten and Moon's (2008) conceptual framework for understanding CSR, allowed us to analyse sport clubs' CSR practices within the clubs' national, cultural and institutional contexts. By dividing CSR into two types — implicit CSR (i.e., values, norms and rules that result in requirements for corporations to address stakeholder issues) and explicit CSR (i.e., voluntary programs and strategies that combine social and business value) — Matten and Moon's (2008) framework provides a useful template for determining the factors underpinning different approaches and attitudes to CSR.

Methodology, research design, and data analysis

The present study used a comparative methodology to compare CSR practices by top-level professional sport clubs in the United Kingdom and France. Our study focused on rugby (Aviva Premiership Rugby vs. Top 14) and football (English Premier League vs. Ligue 1) because they are the biggest sports, both socially and economically, in these two countries. Data collection was carried out in two stages in order to benchmark the clubs' CSR practices. First, we collected secondary data from sources including the leagues' and clubs' websites, published community and social programs, CSR reports such as "Football In The Community", specialist websites such as Responsiball, and press interviews with club managers. We analysed all these data in the light of Matten and Moon's (2008) implicit-explicit CSR framework. As a second stage, we collected primary data via a questionnaire-based survey carried out for France's national rugby league (Ligue Nationale de Rugby), which runs the Top 14 championship.

Results, discussion, and implications/conclusions

Our empirical investigations revealed differences in the way CSR is implemented in the two countries. CSR by top-level sport clubs in the United Kingdom tends to be explicit and revolve around initiatives such as establishing community education and employment programs, supporting training for administrative staff, and assisting staff with their community projects. Carrying out explicit CSR initiatives has become deeply rooted in the culture of professional sport clubs due to pressure from the governing bodies for different sports. These initiatives are epitomised by community sport trusts, through which clubs can explicitly and strategically demonstrate their commitment to social responsibility. In contrast, CSR practices by professional sport clubs in France tend to be more implicit. Very few of the documents collected describe explicit CSR actions and many executives believe their clubs are inherently socially responsible because of their background as non-profit associations and the supposed socializing values of sport. However, even though we have not yet been able to analyse the primary survey data we collected, we found evidence to suggest that CSR in French sport is starting to become more explicit.

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Corporate Social Responsibility Across Cultures: Do All Sport Fans Care The Same?

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Rationale and purpose

Sport as a social phenomenon is placed between two extremes, providing a stimulating paradox. On one hand, it is widely recognised as beneficial to society, promoting a healthy way of living, building national identity, providing a "source of hope" for poverty alleviation and social inequality (Jarvie, 2012), and generating respect for the achievements of athletes or sports teams. On the other hand, phenomena such as doping scandals, violence among fans, collusion to fix sport results and unreasonably high profits reinforce the perception that those involved in sports are inept, corrupt, violent or out of touch (Levermore & Moore, 2015). It is in this setting that professional sport *leagues* (e.g. NHL, Euroleague, NBA, Nascar), *corporations* (e.g. Nike, Adidas), *teams* (e.g. Barcelona, Los Angeles Lakers) and *athletes* (e.g. Roger Federer Foundation) have taken initiatives to bring messages and resources to underprivileged members of society (Babiak & Wolfe, 2009). Consequently, significant attention has been placed on corporate social responsibility (CSR) initiatives (Breitbarth, Walzel, Anagnostopoulos, & van Eekeren, 2015; Chang, Ko, & Connaughton, 2016).

The fragmentation of the literature and understanding of CSR is not exclusive to sports, but it mirrors some of the characteristics of CSR in other business sectors. We argue though that the unique features of the industry mandate a distinctive CSR design and implementation in sport and thus call for industry specific research. As more and more researchers acknowledge the need for sport specific research on CSR, a growing literature has started to focus on studying fans attitudes and behaviour towards their team's CSR activities (Lacey & Kennett-Hensel, 2016). However, with the vast majority of previous attempts focusing on explorative accounts and following a descriptive approach, the field lacks clear theoretical contributions. Aiming to fill in this gap, the present study puts forward the following premise: sports fans' attitudes and behaviour are not universal and/or unanimous, therefore a one-size-fits-all approach is not suitable. Therefore, the present study's aim is twofold: a) to group sports fans in four clusters based on the degree of their team identification and their attitude towards CSR thereby identifying specific characteristics and behaviour common to each cluster; and b) to explore how the cultural context affects the abovementioned fans' attitudes and behaviour.

Theoretical and conceptual background

In order to group fans' attitudes and behaviour a 2x2 classification is proposed based on a) their degree of team identification (high or low) and b) their attitude towards CSR (positive or negative/neutral). The four groups of fans (i.e., *supporters*, *sceptics*, *romantics*, and *altruists*) are expected to have substantially different behaviour toward their team's CSR actions. The influence of the cultural context on the proposed typology is achieved through the theoretical lens of cultural looseness-tightness (CLT); namely, the degree to which heterogeneous norms and behaviours are allowed in a society (Pelto, 1968; Triandis, 1989). In tighter cultures, individuals have a much stronger sense of responsibility and accountability due to the Norming-Conforming effect (Caprar & Neville, 2012). Therefore, they are more likely to expect organisations (e.g. their favourite team) to adopt sustainable practices and will develop more positive attitude towards CSR. Similarly, in tighter cultures, individuals are more likely to adapt collectivist attitudes and behaviours in contexts where such attitudes and behaviours are considered the norm (Triandis, 1989), regardless of the overall levels of collectivism/individualism in society. Specifically, watching a game of your favourite team with other fans is considered a situation where collectivist attitudes and behaviours are the norm, even in more individualistic societies. Hence, in tighter cultures the feeling of belonging to a group is more likely to appear among fans in a stadium, increasing in turn their team identification (Branscombe & Wann,1991).

Method

Explorative in nature and quantitatively oriented, the present study employs a survey to reach out basketball fans attending a major sporting event; namely, the Euroleague's Final Four (Istanbul, 2017). It is anticipated that fans at this event will be from four different European — culturally diverse (i.e., tightness-looseness)

— countries. Data will be analysed via K-means cluster analysis and discriminant analysis in order for the validity of our proposed typology to be tested.

Results/conclusions

Given the emphasis of scholarly investigation into the phenomenon of CSR in sport, our study is timely and relevant. This is particularly so considering that this paper is framed within the specifics of the European context and its associated fan-base. This is a work in progress and full results will be discussed during the conference.

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Stakeholder Mobilisation: Antecedent Elements Underpinning The Development Of A Community Network To Influence A Stadium Regeneration Scheme

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Aim of the research/project

This paper seeks to address the lack of empirical research on stakeholder mobilisation by focusing on case study research that has sought to identify the antecedent factors through which stakeholder networks mobilize to act against a focal firm. The research is based on a longitudinal case study of the *Our Tottenham* network that was formed in early 2013. It started up as a network of local community organisations that formed partly in response to Haringey Council's 'Plan for Tottenham', with the aim being to create a network of local people to defend community assets and participate in the changes by putting forward their own community plans. This case study therefore represents an appropriate research site with which to better understand the antecedent factors that support the stakeholder mobilisation process.

Theoretical background or literature review

Academic research has tended to take a firm-centred perspective and focus on how firms manage stakeholders. In response, and in recognition of this limitation, a particular strand of research has sought to understand stakeholder motivations and in particular how stakeholder networks seek to influence firms (e.g. Frooman, 1999; Neville & Menguc, 2006). However, despite this, there is still little conceptual and empirical research that sets out how stakeholder networks initially form and mobilize. It can be argued that there is limited understanding of key issues including how stakeholder networks come together, why they come together, how they are resourced, and the extent to which these networks are able to influence a firm. This was recognised by Rowley and Moldavaneau (2003: 206) when they argued that previous literature has not 'yet explored the antecedent conditions of stakeholder group mobilization'. Subsequent research also agreed with this: for example Butterfield, Reed and Lemak (2004) felt that future research on stakeholder alliances should probe more deeply into why members come together, whilst more recently Hayibor and Collins (2016: 351) argue that 'the conditions that predispose stakeholders to act against firms remain largely unexplored in the literature'.

Methodology, research design, and data analysis

Data was collected in three ways during a period of over three years between December 2012 and December 2015: semi-structured interviews (13); participant observations of meetings and other events (28); in addition to secondary material. Coding of the data was an iterative process that started once the majority of the interviews and participant observations had been completed. The analysis started by identifying relevant concepts in the data, using the language of the respondents, and grouping direct quotations under different categories. In this research, this involved concepts linked to stakeholder's views as expressed in interviews with the researcher and in meetings at which the researcher attended as a participant observer.

Results, discussion, and implications/conclusions

The analysis of the data identified five interlinked concepts that acted as triggers for stakeholders to mobilize through the *Our Tottenham* network. These included a lack of salience, a lack of consultation, concerns surrounding the potential negative social and economic impacts, and concerns around the governance and transparency of the regeneration scheme. In doing so, it demonstrates how first and foremost, interest intensity has been shown to be the fundamental reason underpinning stakeholder mobilisation; members of the *Our Tottenham* network were concerned for their businesses and homes. At the same time, the mobilisation of the group also brings in other stakeholders not directly affected as they consider that their support and continued action may influence the focal organisation at a later stage on issues that may directly affect them. In this sense, interest again prevails. In conclusion this research has found that fundamentally stakeholder mobilisation is driven by interest intensity. However, mobilisation is just one aspect of stakeholder activism. Once a group has mobilised, what are the factors that allow for sustained action against a focal firm and for the longevity of the group? Further research is needed on this.

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The Co-Production Of The Welfare Mix — The Social Responsibility Of Scandinavian Football Organisations Revisited

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The Scandinavian countries are no longer to be compared to the archetypal social democratic welfare state/regime, or a Scandinavian or Nordic welfare model, as once described by Esping-Andersen. Marked by their own individual histories, Norway, Denmark and Sweden having entered into a state of welfare mix and co-production, it is ever more apparent that sport as one of the larger actors in civil society is expected to take on a role beyond its core activities. The first AIM of this paper is to critically look at the Scandinavian football organisations as co-producers of a welfare mix, comparing their responses to external expectations and incentives, and finding similarities and differences. Based on the first aim, the papers second aim is to develop a mutual Scandinavian framework covering and responding to the social part of the triple bottom line of CSR.

The methodological approach for this paper takes its starting point in three conceptual discussions. The first conceptual discussion is that of the welfare mix and co-production (Verschuere, Brandsen, & Pestoff, 2012). In the context of this paper, the welfare mix is to be understood as the mix of actors — private, voluntary and public — contributing to the provision of public services, while the co-production is to be understood as the 'voluntary' efforts by for example sport organisations to enhance quality and/or quantity of services within or related to the public sector. The second conceptual discussion is that of sport and civil society (Carlsson & Lindfelt, 2010), which places the Nordic or Scandinavian sport's model(s) — with a long tradition of being organised as membership associations — under market pressure, in a struggle between voluntarism and business professionalism. The third conceptual discussion is the relationship between the concepts of social business, social entrepreneurship and CSR (Beckman, Zeyen, & Krzeminska, 2014), as an on-going debate about their similarities and differences and to what extent they are complementing each other or expressing different aspects of the same phenomena. As such, this paper will open up a dialogue with, respond to, and build on earlier research on the Scandinavian sport organisations' CSR agendas and how these have been and are communicated (for examples, see: Persson, 2014), but also with the discussion of what they perform and what sport organisations are or becoming when they are performing a social responsibility that goes beyond their core activities.

As METHOD, in seeking similarities and differences between the three countries, the paper will be based on a web-document and webpage review to find out to what extent and how the Scandinavian FAs and clubs respond to their new role as co-producers of a welfare mix. The web-communication will be viewed in line with Berthon, Lane, Pitt and Watson's (1998, p. 693) view of the webpage as a 'trade show' visited by existing and potential customers (stakeholders), and where the organisation is trying to convert the latter to the former. To avoid misunderstandings followed by misrepresentation, each organisation will be contacted and granted the opportunity to explain their CSR agenda and work, as well as their take on the idea of being co-producers in the welfare mix.

In the paper a common official framework for social responsibility amongst Scandinavian sport organisations is being developed, something the sport arena is in need of. If accepted by the SGBs, the IMPLICATIONS of such framework would allow for fair comparisons and future collaborations between Scandinavian sport organisations, as well as a stronger common position from which they would be able to negotiate and lobby for a common CSR agenda on a local, regional, national and cross-Scandinavian level. The paper is intended as a manuscript for the call for papers for the special issue on social responsibility in the ESMQ and the author guarantees that paper will be finished for the conference.

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Sports Entrepreneurship And Non-Traditional Volunteerism In The Youth Olympic Games

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Aim of the research

Volunteerism is a thoroughly studied subject within sports management, and according to Wicker (2017), there has been a substantial contribution to the field from an individual perspective. Furthermore, the study of the experiences of volunteers and development of social capital through volunteerism has received a lot of focus within the research. Little attention has been given to the extent, or circumstances for the volunteer effort of people with physical or intellectual disabilities (ID).

Background

A high-school class for people with ID in Lillehammer volunteered at the Lillehammer Youth Olympic games in 2016. The tasks of the students were to pick up garbage at one of the largest venues of the event.

The aim of the study was to contribute to the field of sports entrepreneurship, social entrepreneurship and to the field of volunteerism. Following research question was raised;

How can people with intellectual disabilities gain social value through volunteer work at a major sporting event?

Theoretical background

The theoretical framework of this study was sports entrepreneurship (Ratten, 2011) and social entrepreneurship (Dees, 1998). Ratten (2011) conceptualizes sports entrepreneurship as social entrepreneurship in a sports context. Thus, the teachers of the high school were seen as sports entrepreneurs, as they aimed for creating social value by using a sporting event.

In order to do so, they had to discover an entrepreneurial opportunity, acknowledge that there was a risk involved in participating as volunteers, but even so; use the resources available, and be optimistic that the result would turn out advantageous for their target group (Baron, 2006).

Methodology

Twelve qualitative interviews with students with ID were conducted, as well as the head of volunteers from the organizing committee of the event. In addition, the teachers involved in the project were interviewed prior to and after the event.

The students were interviewed prior to the games. However, as it was hard for many of them to talk about something that had not yet happened, it was necessary to do interviews during the event as well. In addition, the students were observed as they worked throughout the event, as several of them had some additional limitations when it came to communication, and especially to express their feelings and experiences towards volunteering.

Data analysis

The analysis followed what Kvale, Brinkmann, Anderssen, and Rygge (2009) calls a "bricolage-approach", where transcriptions of all the interviews were analyzed, and the observations that were made during the event were used, while focusing on the bigger picture.

The teachers' descriptions of their experiences of the event were used in order to identify what they saw as the biggest risk, and biggest reward for their target group in participating as volunteers. Furthermore, the entrepreneurial skills of the teachers were identified, and the role they played in creating social value for their students was studied. Social value was studied in relation to various sources of delight and joy in the work of the volunteers, and seen in a bigger perspective, in order to identify how this could benefit the students in a unique way, on a potential long term basis. The constraints of volunteering for this particular group also emerged during the observations, thus the possibilities and constraints of volunteering for social value were also considered.

Results

The study showed that the group of students with ID used volunteerism as a valuable arena for learning new skills, and cooperation. In the YOG, the teachers found a safe and real arena for their students to experience mastering of relevant skills for living every-day life, in a setting outside of the classroom. In addition,

an event as diverse as the YOG had several possibilities to find tasks that were meaningful and suitable for this particular group

The students were also a part of a "normal" discourse by volunteering for the YOG, something that many of their peers were doing as well. This was particularly emphasized by the importance of the volunteer-uniform, making the appearance between the volunteers more similar. Lastly, they got to be someone useful who aids, instead of someone who are aided.

Implications for management

By working towards inclusion for a broader group of volunteers, events can be more diverse. Furthermore, there are possibilities for people with and without ID to learn from each other through volunteering. There are relatively simple measures that event organizers might do in order to make events more available for this particular group, such as ease the registration process and facilitate so that it becomes easier for companions to aid their volunteers.

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